

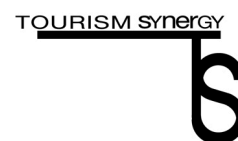
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# Tourism Excellence North

A Tourism Development Program for Northern Ontario



the Tourism Company



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## EXECUTIVE SUMMARY

### What is Tourism Excellence North?

Tourism Excellence North (TEN) is a tourism development program for Northern Ontario, inspired in part by the success and impact of a similar program led by the Atlantic Canada Opportunities Agency (ACOA) in Atlantic Canada.

TEN is a suite of 10 training solutions designed to strengthen the ability of tourism operations to respond to changes in the marketplace, adapt to quality visitor expectations, develop innovative experiences that raise the

bar on visitor value and deliver increased returns for operations and the destination as a whole. TEN strategically guides investment into tourism development holistically over the long term. TEN is aligned to support priorities for tourism development in Northern Ontario, specifically those of Tourism Northern Ontario (TNO) and Explorer's Edge (EE). TEN also supports and aligns with service quality enhancement and visitor experience priorities of *Canada's Federal Tourism Strategy: Welcoming the World* and *Ontario's Growth Plan for Northern Ontario*.

Initiated in September 2014, the final plan, completed in February 2015 is supported by a 3-year implementation plan.

### A SNAPSHOT OF THE TEN TRAINING SOLUTIONS

Based on a solid foundation of research, experience and lessons learned from elsewhere, TEN – as its name implies -- incorporates 10 training solutions, shown below. Note that *Case Studies* and *Best Practices* are used for both Operators and Communities/Destinations.

#### Benefits of Investment in TEN

- ✓ *Operators and communities receive practical, useful advice to improve quality and create new, higher yield experiences and ultimately, more revenues.*
- ✓ *Strategically advances product development priorities.*
- ✓ *Operators have opportunities to develop experiential product.*
- ✓ *Long-term advancement of the tourism industry in Northern Ontario.*

#### Essential Terminology

**Training solutions** refers to the suite of courses, modules, seminars, tools, and learning aids.

**Participants** are the people who are the focus of the training solutions.

**Specialists** are the independent and qualified professionals who facilitate and deliver each training solution.

**Enablers:** Any organization with a mandate to support operators in order to foster growth in the tourism industry.

TYPE OF SOLUTION	FOR OPERATORS	FOR COMMUNITIES/ DESTINATIONS
<p><b>SELF-ASSESSMENT</b></p> <ul style="list-style-type: none"> <li>Provides quick, easy to use bilingual tools that provide an introduction to a topic that prompts action to enhance the visitor experience and business opportunities.</li> <li>Self-administered, free, accessible on the Internet.</li> <li>Support through Enablers and TEN; no customized instructor support.</li> </ul>	<p>Ten Essentials of Successful Travel Products/Experiences</p>	<p>Ten Essentials of Successful Touring Routes</p>
	<p>Visitor Appeal Assessment Tool</p>	<p>Community Tourism Assessment Index</p>
	<p>Case Studies</p>	<p>Case Studies</p>
<p><b>GROUP LEARNING</b></p> <ul style="list-style-type: none"> <li>Advances knowledge and skills in a particular topic; improves ability to apply learning after training.</li> <li>Participant fee.</li> <li>Face to face training, facilitated by instructor/expert.</li> </ul>	<p>Experience Travel Training for Operators</p>	<p>Enhancing the Visitor Experience for Operators within their Community</p>
	<p>Best Practices Missions</p>	<p>Best Practices Missions</p>
<p><b>PERSONALIZED COACHING</b></p> <ul style="list-style-type: none"> <li>Guides highly personalized development, supported by a coach/mentor who works through a process to achieve specific goals that enhance the visitor experience.</li> <li>Participant fee.</li> </ul>	<p>Fast-Track to Success (FTS)</p>	
<p><b>FOR TOURISM ENABLERS</b></p>		
<ul style="list-style-type: none"> <li>In-person training providing hands-on experience with TEN's priority training solutions.</li> </ul>	<p>TEN Orientation Program</p>	

## OPERATOR TRAINING SOLUTIONS

A continuum of six training solutions provides public, not-for-profit, and private sector tourism operators at various levels of market-readiness, sophistication and reach. Solutions include self-administered 'do-it-yourself' checklists and benchmarking tools, intensive training and engagement in a group or workshop setting and personalized coaching, all tied to strategic priorities at a broader level.

Summary of TEN Training Solutions for Operators	
SOLUTION	WHAT IT IS
<b>Ten Essentials of Successful Travel Products/Experiences</b>	<i>Free, bilingual, self-assessment checklist of 10 key integrated factors to measure the quality of the visitor experience; enablers promote understanding and use by their clients and stakeholders.</i>
<b>Visitor Appeal Assessment Tool</b>	<i>Free, bilingual self-assessment tool, providing a high-level assessment of a tourism operation to determine appeal from visitor perspective; enablers promote understanding and use by their clients and stakeholders.</i>
<b>Case Studies</b>	<i>Free, collection of 'examples of excellence', told by operators, in video and text format, for use on-demand and as part of other training.</i>
<b>Experience Travel Training for Operators</b>	<i>Intense 2-day in-person experiential travel group workshop (12 per) followed by personalized coaching; participants pay a fee; delivered by TEN specialists.</i>
<b>Best Practices Missions</b>	<i>Working trips from 3 to 5 days in length, designed around specific themes relevant to operators, for participants to experience and learn from 'best in class'; participants pay a fee; designed and facilitated by TEN specialists;</i>
<b>Fast Track to Success (FTS)</b>	<i>Business improvement program for individual tourism operators, delivered by an independent specialist, with pre-visit questionnaire, 24-hour on-site visit and post-visit support, focusing on issues specific to their own operation to assess their level of 'market readiness'; operators pay a fee for this personalized coaching session conducted by TEN specialists.</i>

## SOLUTIONS FOR COMMUNITIES/DESTINATIONS

Solutions for communities/destinations mirror a similar continuum as that for operators, from tools for benchmarking to group learning with community/destination colleagues.

Summary of TEN Training Solutions for Communities/Destinations	
SOLUTION	WHAT IT IS
<b>Ten Essentials of Successful Touring Routes</b>	<i>Free, bilingual self-assessment checklist of 10 key integrated factors to measure the quality of the visitor experience on a touring route; enablers promote understanding and use by their clients and stakeholders.</i>
<b>Community Tourism Assessment Index</b>	<i>Free, self-assessment tool to determine level of readiness and potential of a community to undertake tourism development; enablers promote understanding and use by their clients and stakeholders.</i>
<b>Case Studies</b>	<i>Free collection of 'examples of excellence', told by community partners in successful destinations, in video and text format, for use on-demand and as part of other training.</i>
<b>Enhancing the Visitor Experience for Operators within their Community</b>	<i>Intense 3-day in-person experiential travel group workshop (24 per), for community operations and enablers; participants pay fee; delivered by TEN specialists.</i>
<b>Best Practices Missions</b>	<i>Working trips from 3 to 5 days in length, designed around specific themes relevant to communities/destinations for participants to experience and learn from 'best in class'; participants pay fee; facilitated by TEN specialists.</i>

### THE ENABLERS<sup>1</sup>

The TEN orientation session for enablers will familiarize tourism support agencies (e.g. government departments with a tourism mandate, senior tourism managers, front line account managers and economic development personnel) with tourism-specific tools, solutions and knowledge transfer to facilitate a proactive approach in collaborative investment with the tourism sector. The primary focus of the orientation session is on understanding how to use the self-assessment tools with their clients/ stakeholders and to linking their clients/stakeholders to other TEN solutions.

<sup>1</sup> In the tourism industry, an enabler describes businesses, organizations, and government entities that provide financial, human, technical resources and/or in-kind support to operators. Examples include: Regional Tourism Organizations (RTOs), Destination Marketing Organizations (DMOs), Economic Development Organizations (EDOs), government departments' staff or policy makers.



## THE BUSINESS MODEL

The Business Model addresses operational, management and financial elements for TEN, designed to be effective, efficient and transparent. Highlights follow.

- **Management:** TEN will be led by a five person Management Committee (MC) to oversee operations and identify strategic direction, with accountability to funding partners. Recommended profile for the MC composition includes Board Chair or designate and Executive Directors for each of TNO and EE and one member-at-large.
- **Staffing:** There is a need for one full-time staff function to facilitate, coordinate and report on TEN.
- **Operating Model:** TEN will be positioned within TNO operations as an independent, stand-alone unit, to take advantage of existing not-for-profit designation and ensure timely start-up of TEN.
- **Training Specialists:** TEN training solutions will be led by pre-qualified, independent specialists who bring knowledge and appreciation of the unique characteristics of tourism across Northern Ontario as well as knowledge from other jurisdictions.
- **Web Portal:** A dedicated TEN web portal with a robust customer relationship management function, will be established to showcase all TEN solutions including posting of bilingual self-assessment tools, group learning and personal coaching opportunities. A separate section of this training portal will direct industry to training solutions offered by other organizations that are not part of TEN.

## ROLLOUT OF TEN SOLUTIONS AND IMPLEMENTATION PRIORITIES

A plan for rollout of TEN solutions for the first three years of operation is outlined below.

ROLLOUT OF TEN SOLUTIONS						
	Year One 2015/16			Year Two 2016/17		Year Three 2017/18
	In the Field	Pilot	Under Development	In the Field	Pilot	In the Field
Ten Essentials of Successful Travel Products/Experiences	✓			✓		✓
Ten Essentials of Successful Touring Routes	✓			✓		✓
Visitor Appeal Assessment Tool		✓		✓		✓
Community Tourism Assessment Index		✓		✓		✓
Fast Track to Success		✓(2)		✓(4)		✓(6)
Case Studies	✓(2)			✓(3)		✓(5)
Best Practices Missions			✓		✓(1)	✓(2)
Experience Travel Training for Operators			✓		✓(2)	✓(2)
Enhancing the Visitor Experience for Operators within their Community			✓		✓(1)	✓(1)
TEN Orientation Program	✓(2)			✓(1)		✓(1)

Year One (2015/16) priorities as detailed below, establishes momentum for successful implementation of TEN.

### Year One *Operational* Priorities

- Secure funding partners and agreements.
- Establish and engage the TEN MC and confirm governance structure.
- Establish an office and hire a program manager.
- Secure the cadre of resource specialists to deliver the advanced training solutions.
- Host industry launch of TEN.

### Year One Program Priorities

- Design, produce and pilot test the four bilingual Self-Assessment Tools.
- Create the TEN training web-portal to post Self-Assessment Tools, program information, registration, and communications.
- Run 2 TEN Orientation sessions with key enablers in both TNO and EE to test Self-Assessment Tools, inform them about TEN, the training plan, and the planned roll-out to garner their support and respond to any questions.
- Pilot test Fast Track to Success in 2 locations/cohorts, for full implementation in Year Two; build in video-recording of participating operators to be used in subsequent marketing of FTS.
- Produce and release 2 Case Studies.
- Develop the framework for, and focus of the preferred Best Practices Mission to be hosted in Year Two.
- Develop detailed curriculum for experiential travel training programs (individual/community) for delivery in Year Two.

### FINANCIAL PARAMETERS OF TEN

Projected full costs for the first three years of operation of TEN (before any revenue generated by participant fees for Group and Personal Coaching) reflect the proposed operational model and implementation priorities outlined above.

Tourism Excellence North Projected Financial Requirements – SUMMARY April 2015 to March 2018			
	Year One April 2015 – March 2016	Year Two April 2016 – March 2017	Year Three April 2017- March 2018
<b>Operations</b>	\$180,000	\$145,000	\$150,000
<b>One Time Development Costs</b>	\$60,000	--	--
<b>Delivery of Training Solutions</b>	\$146,000	\$365,000	\$456,000
<b>Total</b>	<b>\$386,000</b>	<b>\$510,000</b>	<b>\$606,000</b>
Source: <sup>the</sup> Tourism Company, Tourism Café Canada and Tourism Synergy, 2015			

A review of best practices from a range of jurisdictions noted that stable, partnered and multi-year sustained financial support is a prerequisite to success. A partnered approach in Northern Ontario, with core investment from each of TNO and EE, will lay the groundwork for investments from a range of other agencies and partners to establish and rollout TEN.

### **IMPACT OF TEN**

The reach and impact of TEN depends on three key factors:

1. The appeal and value of the training solutions to industry and their uptake;
2. The degree to which the TEN solutions are effectively communicated, marketed, and the contact list of interested businesses managed for progressive business enhancement opportunities;
3. The financial support and advocacy of the funding partners and enabling organizations (DMO, BIAs, Chambers, CFDCs etc).

Based on the planned rollout of solutions in the first three years, group and personalized coaching solutions will engage 224 participants. Adding an assumption that at least 5% of the over 9,000 tourism businesses in TNO and EE download at least 2 of the Self Assessment Tools, this number increases even more to an estimated 1,124 participants benefitting directly from TEN.

The investment in building capacity in communities who wish to increase tourism benefits, and the public, not-for-profit and private sector operators who will enhance the quality of their products and invest in experience development goes beyond counting the number of participants attending a workshop. 'Success' includes improved quality, an increase in new experiences to market and celebration of awards for innovation in product/experience enhancement. Together these results will drive new economic activity to operations and communities.

The potential is great. Now is the time to invest together to implement TEN.

## RÉSUMÉ

### Qu'est-ce que Tourism Excellence North?

Tourism Excellence North (TEN) (tourisme d'excellence Nord) est un programme de développement touristique pour le Nord de l'Ontario, inspiré notamment par la réussite et les retombées d'un programme semblable de l'Agence de promotion économique du Canada atlantique (APECA), au Canada atlantique.

TEN est un ensemble de 10 solutions de formation conçues pour raffermir la capacité des exploitants touristiques à faire face aux changements du marché, s'adapter aux attentes des visiteurs en matière de qualité, concevoir des expériences innovatrices permettant de monter la barre relativement à la valeur pour les visiteurs et offrir un meilleur rendement pour les exploitants et les destinations dans l'ensemble. TEN guide stratégiquement les investissements en développement touristique, de façon holistique, à long terme. Le programme est orienté de façon à appuyer les priorités du développement touristique dans le Nord de l'Ontario, plus précisément celle de Tourism Northern Ontario (TNO) et d'Explorer's Edge (EE). TEN appuie également les améliorations en matière de qualité du service et les priorités ayant trait à l'expérience des visiteurs, et il est conforme au *Plan de croissance du Nord de l'Ontario*, un document provincial, ainsi qu'à la *Stratégie fédérale en matière de tourisme du Canada : Accueillir le monde*.

Amorcé en septembre 2014, le plan final a été terminé en février 2015. Il s'accompagne d'un plan de mise en œuvre de trois ans.

### UN PORTRAIT DES SOLUTIONS DE FORMATION TEN

En s'appuyant sur de solides fondements de recherche, d'expérience et de leçons apprises ailleurs, comme son nom l'indique, TEN comprend les 10 solutions de formation indiquées ci-dessous. À noter que des *études de cas* et des *pratiques exemplaires* sont utilisées tant pour les exploitants que pour les communautés et les destinations.

#### TEN : les avantages d'un investissement

- ✓ *Les exploitants et les communautés obtiennent des conseils pratiques et utiles pour augmenter la qualité et créer de nouvelles expériences à valeur ajoutée et, au bout du compte, augmenter les revenus.*
- ✓ *On fait progresser stratégiquement les priorités concernant le développement de produits.*
- ✓ *Les exploitants ont l'occasion de concevoir un produit expérientiel.*
- ✓ *On assure la promotion à long terme de l'industrie touristique dans le Nord de l'Ontario.*

#### Terminologie essentielle :

L'expression « **solutions de formation** » englobe un ensemble de cours, de modules, de séminaires, d'outils et du matériel d'apprentissage.

Les **participants** sont les gens à qui les solutions de formation s'adressent.

Les **spécialistes** sont les professionnels indépendants et qualifiés qui facilitent et offrent les solutions de formation.

Le mot **catalyseur** s'entend de tout organisme ayant pour mandat d'appuyer les exploitants afin de stimuler la croissance de l'industrie touristique.

TYPE DE SOLUTION	POUR LES EXPLOITANTS	POUR LES COMMUNAUTÉS ET DESTINATIONS
<p><b>AUTOÉVALUATION</b></p> <ul style="list-style-type: none"> <li>• Donne accès rapidement à des outils bilingues d'utilisation facile qui présentent une introduction à un sujet incitant à l'action afin d'améliorer l'expérience des visiteurs et les occasions d'affaires;</li> <li>• Autoadministrée, gratuite et accessible en ligne</li> <li>• Appui par l'entremise des catalyseurs et de TEN, aucun soutien personnalisé d'un instructeur.</li> </ul>	<p>Dix éléments essentiels à la réussite des produits et des expériences de voyage</p> <hr/> <p>Outil d'évaluation de l'attrait pour les visiteurs</p> <hr/> <p>Études de cas</p>	<p>Dix éléments essentiels à la réussite du tourisme itinérant</p> <hr/> <p>Index d'évaluation du tourisme communautaire</p> <hr/> <p>Études de cas</p>
<p><b>APPRENTISSAGE EN GROUPE</b></p> <ul style="list-style-type: none"> <li>• Améliore les connaissances et les compétences sur un sujet en particulier, accroît la capacité d'appliquer l'apprentissage après la formation;</li> <li>• Frais payés par les participants;</li> <li>• Formation en face à face dirigée par un instructeur ou expert.</li> </ul>	<p>Expérience de formation sur les voyages pour les exploitants</p> <hr/> <p>Missions axées sur les pratiques exemplaires</p>	<p>Amélioration de l'expérience des visiteurs pour les exploitants dans leurs communautés</p> <hr/> <p>Missions axées sur les pratiques exemplaires</p>
<p><b>ACCOMPAGNEMENT PERSONNALISÉ</b></p> <ul style="list-style-type: none"> <li>• Guide un perfectionnement hautement personnalisé, appuyé par un instructeur ou un mentor qui suit un processus afin de réaliser des objectifs précis améliorant l'expérience des visiteurs;</li> <li>• Frais payés par les participants.</li> </ul>	<p>La voie accélérée vers le succès</p>	
<p><b>POUR LES CATALYSEURS TOURISTIQUES</b></p>		
<ul style="list-style-type: none"> <li>• Formation en face à face offrant une expérience pratique des solutions prioritaires TEN.</li> </ul>		<p>Programme d'orientation TEN</p>

## SOLUTIONS DE FORMATION POUR LES EXPLOITANTS

Un continuum de six solutions de formation fournit aux exploitants d'entreprises touristiques des secteurs public, privé et sans but lucratif, à divers niveaux de préparation au marché, un degré de perfectionnement et une présence sur le marché. Parmi les solutions, mentionnons l'autoadministration de listes de contrôle et d'évaluations comparatives « autoguidées », une formation intensive et la participation dans le cadre d'un groupe ou d'un atelier ainsi qu'un accompagnement personnalisé, tous des éléments associés aux priorités stratégiques à un niveau plus globale.

Résumé des solutions de formation TEN pour les exploitants	
SOLUTION	DESCRIPTION
<b>Dix éléments essentiels à la réussite des produits et des expériences de voyage</b>	<i>Liste de contrôle et d'autoévaluation gratuite et bilingue sur les 10 principaux facteurs intégrés pour mesurer la qualité de l'expérience des visiteurs; les catalyseurs favorisent leur compréhension et leur utilisation par leur clientèle et les intervenants.</i>
<b>Outil d'évaluation de l'attrait pour les visiteurs</b>	<i>Outil d'autoévaluation gratuit et bilingue offrant une évaluation de haut niveau d'une exploitation touristique afin de déterminer l'attrait du point de vue des visiteurs; les catalyseurs favorisent sa compréhension et son utilisation par leur clientèle et les intervenants.</i>
<b>Études de cas</b>	<i>Recueil gratuit d'exemples d'excellence tels qu'ils sont racontés par les exploitants, sous forme vidéo et en format texte, pour utilisation sur demande et dans le cadre d'autres types de formation.</i>
<b>Formation sur les voyages expérientiels pour les exploitants</b>	<i>Atelier intense de voyage expérientiel en groupe, en personne, de 2 jours (12 personnes), suivi d'un accompagnement personnalisé; offert par les spécialistes de TEN; frais payés par les participants.</i>
<b>Missions axées sur les pratiques exemplaires</b>	<i>Voyages d'affaires (3 à 5 jours) s'articulant autour de thèmes précis pertinents pour les exploitants afin que les participants vivent une expérience et apprennent des « meilleurs de leur catégorie »; frais payés par les participants, activité conçue et facilitée par les spécialistes de TEN.</i>
<b>La voie accélérée vers le succès</b>	<i>Programme d'amélioration des affaires pour les exploitants touristiques individuels, offert par un spécialiste indépendant: sondage avant les visites, visite de 24 heures sur place et soutien après les visites, programme axé sur les enjeux concernant leur propre fonctionnement afin d'évaluer leur niveau de préparation au marché; frais payés par les exploitants pour cette séance d'accompagnement personnalisé menée par les spécialistes de TEN.</i>

## SOLUTIONS POUR LES COMMUNAUTÉS ET LES DESTINATIONS

Les solutions pour les communautés et les destinations sont semblables à celle du continuum pour les exploitants, allant des outils aux évaluations comparatives à l'apprentissage en groupe, en compagnie des collègues des communautés et destinations.

Résumé des solutions de formation TEN pour les communautés et les destinations	
SOLUTION	DESCRIPTION
<b>Dix éléments essentiels à la réussite du tourisme itinérant</b>	<i>Liste de contrôle et d'autoévaluation gratuite et bilingue sur les 10 principaux facteurs intégrés pour mesurer la qualité de l'expérience des visiteurs dans le cadre d'un circuit touristique; les catalyseurs favorisent leur compréhension et leur utilisation par leur clientèle et les intervenants.</i>
<b>Index d'évaluation du tourisme communautaire</b>	<i>Liste de contrôle et d'autoévaluation gratuite pour déterminer le niveau de préparation au marché et le potentiel d'une communauté à amorcer un développement touristique; les catalyseurs favorisent sa compréhension et son utilisation par leur clientèle et les intervenants.</i>
<b>Études de cas</b>	<i>Recueil gratuit d'exemples d'excellence tels qu'ils sont racontés par les partenaires communautaires ayant des destinations qui connaissent du succès, sous forme vidéo et en format texte, pour utilisation sur demande et dans le cadre d'autres types de formation.</i>
<b>Amélioration de l'expérience des visiteurs pour les exploitants dans leurs communautés</b>	<i>Atelier intense de voyage expérientiel en groupe, en personne, de 3 jours (24 personnes), pour les exploitants communautaires et les catalyseurs; frais payés par les participants; offert par les spécialistes de TEN.</i>
<b>Missions axées sur les pratiques exemplaires</b>	<i>Voyages d'affaires (3 à 5 jours) s'articulant autour de thèmes précis pertinents pour les communautés et les destinations afin que les participants vivent une expérience et apprennent des « meilleurs de leur catégorie »; frais payés par les participants; facilitées par les spécialistes de TEN.</i>

### LES CATALYSEURS <sup>2</sup>

La séance d'orientation TEN pour les catalyseurs permettra aux organismes de soutien touristique (ministères ayant un mandat

<sup>2</sup> Dans l'industrie touristique, le terme catalyseur s'entend des entreprises, organismes et entités gouvernementales qui fournissent des ressources financières, humaines ou techniques et/ou un appui non financier aux exploitants, par exemple les organismes touristiques régionaux (OTR), les organisations de marketing de destination (OMD), les organismes de développement économique (ODE), le personnel ou les décideurs des ministères.



touristique, gestionnaires touristiques principaux, chargés de compte de première ligne et personnel de développement économique) de se familiariser avec les outils axés sur le domaine, les solutions et le transfert des connaissances visant à faciliter une approche proactive en matière d'investissement collaboratif, de concert avec le secteur touristique. Cette séance permet surtout de comprendre comment utiliser les outils d'autoévaluation en compagnie des clients et des intervenants, et de relier clients et intervenants à d'autres solutions TEN.

### LE MODÈLE D'ENTREPRISE

Le modèle d'entreprise aborde les volets opérationnels, financiers et de gestion de TEN, conçus pour qu'ils soient efficaces, efficients et transparents. En voici les points saillants.

- **Gestion** : TEN sera dirigé par un comité de gestion de cinq personnes qui supervisera les activités et déterminera l'orientation stratégique en étant responsable devant les partenaires financiers. On recommande qu'il y siègent le président du comité (ou son représentant), les directeurs administratifs de TNO et EE, ainsi qu'un membre à titre individuel.
- **Dotation en personnel** : Il faut un employé à temps plein pour assurer la facilitation, la coordination et pour faire rapport sur TEN.
- **Modèle de fonctionnement** : TEN sera positionné au sein des activités de TNO à titre d'unité indépendante et autonome afin de tirer profit de la désignation actuelle d'organisme sans but lucratif et pour permettre la mise sur pied rapide de TEN.
- **Spécialistes de la formation** : Les solutions de formation TEN seront menées par des spécialistes indépendants et préqualifiés qui auront une connaissance des caractéristiques uniques du tourisme dans tout le Nord de l'Ontario et y seront sensibilisés, en plus d'une connaissance des autres territoires.
- **Portail web** : On lancera un portail web spécialisé comprenant une fonction de gestion solide des relations avec la clientèle afin de mettre en valeur toutes les solutions TEN, y compris l'affichage d'outils d'autoévaluation bilingues, des occasions d'apprentissage en groupe et d'accompagnement personnalisé. Une section à part du portail de formation orientera les acteurs du domaine vers des solutions qui sont offertes par des organismes n'étant pas membres de TEN.

## DÉPLOIEMENT DES SOLUTIONS TEN ET PRIORITÉS DE MISE EN ŒUVRE

On trouvera ci-dessous un plan de déploiement des solutions TEN au cours des trois premières années de fonctionnement.

DÉPLOIEMENT DES SOLUTIONS TEN						
	Première année 2015-2016			Deuxième année 2016-2017		Troisième année 2017-2018
	Sur place	Pilote	En préparation	Sur place	Pilote	Sur place
Dix éléments essentiels à la réussite des produits et des expériences de voyage	✓			✓		✓
Dix éléments essentiels du tourisme itinérant	✓			✓		✓
Outil d'évaluation de l'attrait pour les visiteurs		✓		✓		✓
Index d'évaluation du tourisme communautaire		✓		✓		✓
La voie accélérée vers le succès		✓ (2)		✓ (4)		✓ (6)
Études de cas	✓ (2)			✓ (3)		✓ (5)
Missions axées sur les pratiques exemplaires			✓		✓ (1)	✓ (2)
Expérience de formation sur les voyages pour les exploitants			✓		✓ (2)	✓ (2)
Amélioration de l'expérience des visiteurs pour les exploitants dans leurs communautés			✓		✓ (1)	✓ (1)
Programme d'orientation TEN	✓ (2)			✓ (1)		✓ (1)

Les priorités durant la première année (2015-2016), tel que décrit ci-dessous, créent un élan vers la mise en œuvre réussie de TEN.

*Priorités opérationnelles durant la première année*

- Trouver des partenaires et des ententes de financement;
- Établir et impliquer le comité de gestion de TEN et confirmer la structure de gouvernance;
- Mettre un bureau sur pied et engager un gestionnaire de programme;
- Établir le cadre des spécialistes des ressources afin qu'ils offrent des solutions de formation avancées;
- Organiser la mise en œuvre de TEN par l'industrie.

*Priorités du programme durant la première année*

- Concevoir, produire et piloter l'essai des quatre outils bilingues d'autoévaluation;
- Créer le portail de formation TEN pour y afficher les outils d'autoévaluation, des renseignements sur le programme, l'inscription et les communications;
- Présenter deux séances d'orientation TEN en compagnie des principaux catalyseurs au sein de TNO et EE pour faire l'essai des outils d'autoévaluation, les renseigner au sujet de TEN, du plan de formation et du déploiement prévu, afin d'obtenir leur soutien et de répondre aux questions;
- Faire un essai pilote de la solution « La voie accélérée vers le succès », à deux emplacements / auprès de deux cohortes, sa mise en œuvre complète ayant lieu durant la deuxième année; procéder à l'enregistrement vidéo des exploitants participants pour faire le marketing de la solution « La voie accélérée vers le succès » à une date ultérieure;
- Réaliser et diffuser deux études de cas;
- Développer un cadre d'application concernant la mission axée sur les pratiques exemplaires prioritaire à tenir durant la deuxième année, et axé sur celles-ci;
- Concevoir un curriculum détaillé pour les programmes de formation sur les voyages expérientiels (individus et communautés) à offrir durant la deuxième année.

## PARAMÈTRES FINANCIERS DE TEN

Les coûts totaux prévus durant les trois premières années de fonctionnement de TEN (avant les revenus générés par les frais payés par les participants pour l'accompagnement personnalisé et de groupe) correspondent au modèle opérationnel et aux priorités de mises en œuvre que l'on propose ci-dessus.

Tourism Excellence North			
Besoins financiers anticipés – <i>SOMMAIRE</i>			
Avril 2015 à mars 2018			
	Première année  Avril 2015-mars 2016	Deuxième année  Avril 2016-mars 2017	Troisième année  Avril 2017-mars 2018
<b>Exploitation</b>	180 000 \$	145 000 \$	150 000 \$
<b>Coûts uniques de développement</b>	60 000 \$	--	--
<b>Prestation de solutions de formation</b>	146 000 \$	365 000 \$	456 000 \$
<b>Total</b>	<b>386 000 \$</b>	<b>510 000 \$</b>	<b>606 000 \$</b>
Source : <sup>the</sup> Tourism Company, Tourism Café Canada et Tourism Synergy, 2015			

L'étude des pratiques exemplaires d'autres territoires a permis de constater qu'un soutien financier stable pluriannuel et soutenu de partenaires est un préalable à la réussite. Une approche axée sur les partenariats dans le Nord de l'Ontario, avec des investissements de base de TNO et EE, ouvrira la voie à des investissements d'un éventail d'organismes et de partenaires afin de mettre en place et de déployer TEN.

## L'EFFET DE TEN

La présence sur le marché et l'effet de TEN dépendront de trois facteurs principaux :

4. l'attrait et la valeur des solutions de formation pour l'industrie et leur adoption;
5. la mesure dans laquelle les solutions TEN sont communiquées et commercialisées efficacement, et à quel point la liste de contacts d'entreprises intéressées est gérée afin de créer des occasions d'améliorations progressives des activités;
6. le soutien financier et la sensibilisation des partenaires financiers et des organismes habilitants (p. ex., les OMD, les secteurs d'aménagement commercial, les chambres de commerce et les Sociétés d'aide au développement des communautés).

En se fondant sur le déploiement prévu des solutions durant les trois premières années, 224 participants recevront un accompagnement de groupe et personnalisé. De plus, selon l'hypothèse qu'au moins 5 p.100 des entreprises touristiques au sein de TNO et EE, soit plus de 9 000, téléchargeront au moins 2 des outils d'autoévaluation, ce chiffre augmentant même à un nombre estimé de 1 124 participants qui tirent directement profit de TEN.

L'investissement dans le développement des capacités des collectivités souhaitant accroître les avantages touristiques et le fait que les exploitants des secteurs public, privé et sans but lucratif amélioreront la qualité des produits et investiront dans la conception d'une expérience vont au-delà du calcul du nombre de participants à un atelier. La « réussite » comprend aussi l'amélioration de la qualité, un nombre accru de nouvelles expériences à commercialiser et des prix soulignant l'innovation concernant la mise en valeur de produits et d'expériences. Ensemble, ces résultats engendreront une nouvelle activité économique pour les exploitants et les communautés.

Le potentiel est énorme. C'est maintenant le temps d'investir ensemble afin de mettre TEN en place.

# 1 INTRODUCING “TOURISM EXCELLENCE NORTH”

## 1.1 WHAT IS TOURISM EXCELLENCE NORTH?

Tourism Excellence North (TEN) is a tourism development program for Northern Ontario, inspired in part by the success and impact of a similar program led by the Atlantic Canada Opportunities Agency (ACOA) in Atlantic Canada.

TEN is a suite of 10 training solutions designed to strengthen the ability of tourism operations to respond to changes in the marketplace, adapt to quality visitor expectations, develop innovative experiences that raise the bar on visitor value and deliver increased returns for operations and the destination as a whole. TEN strategically guides investment into tourism development holistically over the long term. TEN is aligned to support priorities for tourism development in Northern Ontario, specifically those of Tourism Northern Ontario (TNO) and Explorer’s Edge (EE). TEN also supports and aligns with service quality enhancement and visitor experience priorities of *Canada’s Federal Tourism Strategy: Welcoming the World* and Ontario’s *Growth Plan for Northern Ontario*.

There are four distinct elements of TEN:

1. **A suite of training solutions** for tourism operators and community/destination leaders and decision-makers to generate outcomes that contribute to achieving the strategic priorities for tourism in Northern Ontario;
2. **An orientation program** that informs partners, enablers and stakeholders about the professional development opportunities available, how to access and use them, and embraces an experiential training delivery method;
3. **A business model and program plan** that defines the key elements required for long-term program sustainability; and
4. **An implementation plan** to support rollout of the program in the first year, 2015/16.

Completed in March 2015, this training plan is ready for implementation in the next fiscal year, starting April 2015.

### Essential Terminology

**Training solutions** refers to the suite of courses, modules, seminars, tools, and learning aids.

**Participants** are the people who are the focus of the training solutions.

**Specialists** are the independent and qualified professionals who facilitate and deliver each training solution.

**Enablers** Any organization with a mandate to support operators in order to foster growth in the tourism industry. (Examples on p. 9).

## 1.2 CONTEXT AND FOUNDATIONS FOR TEN

In order to design a relevant and effective program, the highest priority tourism development needs across Ontario's North were identified from a review of strategic planning documents and interviews with key industry leaders.

Tourism development needs fall into five general categories:

1. **Improving and enhancing operator quality:** supporting operators as they strive for excellence in every interface with visitors.
2. **Igniting innovation:** as operators reposition and invest to attract new types of visitors and strengthen their competitiveness.
3. **Building great visitor experiences:** to support operators as they develop and deliver higher-yield offers increasing the number of higher value experiences.
4. **Creating vibrant tourism communities:** to provide guidance, inspiration and a roadmap for destinations to strengthen their visitor economy<sup>3</sup>.
5. **Investing in tourism:** to link the broad range of enablers and stakeholders who interact with and support tourism development to the TEN program (similar to Atlantic Canada's VISIT program).

Each of these needs is addressed in the TEN solutions.

Significant research and analysis was then completed and presented in a stand-alone *Foundations Report* (Nov 2014), outlining key lessons, principles and foundations to inform the development of the program, highlighted in the box to the left. Steps included:

- Conversations with Atlantic Canada representatives familiar with their tools and solutions to gather insights on operational, financial and content considerations;
- Telephone interviews with 12 participants who attended a FedNor sponsored orientation in February 2014 (VISIT) for management, staff and external partners to experience tools developed and used in Atlantic Canada; and
- Extensive literature review to examine existing programs, workshops, courses and tools.

### *Lessons and Key Success Factors from Other Jurisdictions*

1. Effective tourism development programs are aligned to and support a broader strategy.
2. Stable, partnered and sustained financial support is a prerequisite to success.
3. Training solutions are easily accessible to operators.
4. Host organizations provide a comprehensive array of training solutions.
5. There is a broad range of creative tools, checklists and processes from which to build on and use.
6. Learning from peers is an effective training solution.
7. Successful programs demonstrate a strong commitment to program review and curriculum enhancement.
8. A competitive process is typically used to secure specialists.
9. Measuring impact goes beyond traditional ROI measures.

Source: *Foundations Report, Tourism Excellence North*, November 2014, <sup>the</sup> Tourism Company, Tourism Café Canada and Tourism Synergy

<sup>3</sup> Visitor Economy: Encompasses everything that attracts visitors to a destination; everything that makes a place special, distinctive and capable of engendering pride and interest and a place worth experiencing. A successful visitor economy requires managing all of the components in an integrated and long-term way, with a clear focus on the needs of the visitors the destination is seeking to attract and the destination brand.

- Review of best practices of the following programs and jurisdictions:
  - Atlantic Canada’s suite of training solutions;
  - Australia’s *National Landscapes Program*;
  - Finland’s adoption of *Service Design for Tourism*;
  - Northern Ireland Tourist Board’s *Grow Your Business*;
  - Canadian Tourism Commission’s (CTC) *Explorer Quotient (EQ) Toolkits*;
  - WorldHost™ *Customer Service Program*; and
  - Travel Alberta’s SHiFT program.

Highlights of the emerging TEN program were presented to the industry at the Northern Ontario Tourism Summit, November 2014 and received positive reviews, feedback and support.

The TEN solutions identified for implementation, introduced in Chapter 2 and further profiled in Appendix A, are designed to meet the tourism development needs of the industry across Northern Ontario.

### 1.3 REPORT OUTLINE

This report includes the following Chapters:

- Chapter 2 – TEN Program Plan introduces the solutions;
- Chapter 3 – TEN Business Model outlines how TEN will operate;
- Chapter 4 – TEN Financial Plan details projected financial requirements and potential partners for investment;
- Chapter 5 – TEN Implementation Plan outlines priorities Year One;
- Chapter 6 – Moving TEN Forward outlines the projected impact of TEN and considerations as implementation starts;
- Appendix A: TEN Solutions presents summary information about all tools and those that are fully developed; and
- Appendix B: provides samples of other solutions to be profiled on the web portal.



## 2 TEN PROGRAM PLAN

The TEN program plan presents recommended training solutions for investing in developing, designing, and delivering tourism training solutions in 2015/2016 and beyond.

### 2.1 GUIDING PRINCIPLES FOR TEN

TEN provides a coordinated and strategic approach to training and development for the tourism sector across Northern Ontario. It focuses on long-term product development priorities and on the development of quality experiences for visitors. TEN solutions are designed for, and will be managed and administered to deliver on the tourism experience/product/destination development needs identified by TNO and EE.

The following guiding principles shaped the development of TEN solutions. TEN solutions are intended to:

1. **Stay focused on strategic tourism priorities** as detailed in regional product development strategies;
2. **Provide a continuous learning approach** with multiple touch points for operators and communities to access the program;
3. Build in the means to **transfer knowledge and build capacity** within and throughout Northern Ontario;
4. **Be continually refreshed, updated and evolved;**
5. **Optimize resources** by leveraging existing tools, training and wise investments to develop new, more targeted tourism solutions
6. **Include a blend of on-demand and centrally scheduled training** to provide choice in the degree of involvement, depth of learning, and cost of accessing professional development;
7. **Embrace the philosophy of 'learning by doing'** or 'experiential education' as a core element of all solutions;
8. **Showcase local success stories while incorporating a wider world view;**  
and
9. **Celebrate successes.**

An introduction to the TEN solutions follows.

## 2.2 AN OVERVIEW TO TEN TRAINING SOLUTIONS

Ten (10) training solutions have been identified based on the following criteria:

- Potential to address high priority training and development needs;
- Potential to support strategic priorities of TNO's *Northern Ontario Tourism Product Development Strategy* and EE's *Destination Development and Business/Operational Plans*;
- Fill gaps in available training and development solutions; and
- Anticipated impact, effectiveness and buy-in.

Table 1 provides a snapshot of training solutions by type of learning method and target participants.

In some instances, the consulting team modified existing tools used in Atlantic Canada. In other cases, new tools or training solutions emerged and are customized for use in Northern Ontario, including some that offer new approaches based on past experience in other jurisdictions.

All training solutions will benefit from pilot testing and will be subject to final refinement before they are fully implemented. Pilots have been factored into the business model and operational plan.

Descriptions of each of these solutions are presented in this chapter. Additional details for each solution are outlined in Chapter 7: Appendix A providing detail 'About This Solution' and presenting the solution, if completed. Elements included in 'About the Solution' cover the following categories:

- The basics, outlining the profile and goals of the solution;
- Development and delivery components;
- Financial considerations; and
- Celebrating success.

**TABLE 1: A SNAPSHOT OF TEN TRAINING SOLUTIONS**

TYPE OF SOLUTION	FOR OPERATORS	FOR COMMUNITIES/ DESTINATIONS
<p><b>SELF-ASSESSMENT</b></p> <ul style="list-style-type: none"> <li>Provides quick, easy to use bilingual tools that provide an introduction to a topic that prompts action to enhance the visitor experience and business opportunities.</li> <li>Self-administered, accessible on the Internet.</li> <li>Free</li> <li>Support through Enablers and TEN; no customized instructor support.</li> </ul>	<p>Ten Essentials of Successful Travel Products/Experiences</p> <hr/> <p>Visitor Appeal Assessment Tool</p> <hr/> <p>Case Studies</p>	<p>Ten Essentials of Successful Touring Routes</p> <hr/> <p>Community Tourism Assessment Index</p> <hr/> <p>Case Studies</p>
<p><b>GROUP LEARNING</b></p> <ul style="list-style-type: none"> <li>Advances knowledge and skills in a particular topic; improves ability to apply learning after training</li> <li>Face to face training, facilitated by instructor/expert.</li> <li>Participant fee.</li> </ul>	<p>Experience Travel Training for Operators</p> <hr/> <p>Best Practices Missions</p>	<p>Enhancing the Visitor Experience for Operators within their Community</p> <hr/> <p>Best Practices Missions</p>
<p><b>PERSONALIZED COACHING</b></p> <ul style="list-style-type: none"> <li>Guides highly personalized development, supported by a coach/mentor who works through a process to achieve specific goals that enhance the visitor experience.</li> <li>Participant fee.</li> </ul>	<p>Fast-Track to Success (FTS)</p>	
<b>FOR TOURISM ENABLERS</b>		
<ul style="list-style-type: none"> <li>In-person training providing hands-on experience with TEN's priority training solutions.</li> </ul>		<p>TEN Orientation Program</p>

2.2.1 OPERATOR TRAINING SOLUTIONS

Of the TEN solutions, six are identified to support public, not-for-profit, and private sector tourism operators as listed below. This continuum of training solutions provides entities at various levels of market-readiness, sophistication and reach with self-administered 'do-it-yourself' checklists and benchmarking tools, intensive training and engagement in a group or workshop setting and personalized coaching, all tied to strategic priorities at a broader level.

Table 2: Summary of TEN Training Solutions for Operators		
SOLUTION*	TYPE OF TOOL	WHAT IT IS
<b>Ten Essentials of Successful Travel Products/Experiences (7.1)</b>	Self-Assessment Bilingual	<i>Checklist of 10 key integrated factors to measure the quality of the visitor experience.</i>
<b>Visitor Appeal Assessment Tool (7.2)</b>	Self-Assessment Bilingual	<i>High-level assessment of a tourism operation to determine appeal from visitor perspective.</i>
<b>Case Studies (7.3)</b>	Self-Assessment	<i>Collection of 'examples of excellence', told by operators, in video and text format, for use on-demand and as part of other training.</i>
<b>Experience Travel Training for Operators (7.4)</b>	Group Learning	<i>Intense 2-day in-person experiential travel group program (12 per), followed by personalized coaching.</i>
<b>Best Practices Missions (7.5)</b>	Group Learning	<i>Working trips from 3 to 5 days in length, designed around specific themes relevant to operators, for participants to experience and learn from 'best in class'.</i>
<b>Fast Track to Success (FTS) (7.6)</b>	Personalized Coaching	<i>Business improvement program for individual tourism operators, delivered by an independent specialist, with pre-visit questionnaire, 24-hour on-site visit and post-visit support, focusing on issues specific to their own operation to assess their level of 'market readiness'.</i>

\*Detailed solutions shown in the respective Appendices as noted by numbers above.

2.2.2 SOLUTIONS FOR COMMUNITIES/DESTINATIONS

**What is a 'destination'?**

A destination can be a distinct community (e.g.: Timmins, Terrace Bay, Bracebridge or Kenora) or an area or region composed of several communities that come together around a theme, interest or natural asset.

Five solutions for communities/destinations mirror a similar continuum to that of operators, from tools for benchmarking to group learning with community/destination colleagues.

These solutions provide tourism training opportunities for both traditional and non-traditional stakeholders including volunteers, community development/economic development staff, private and public sector operators, as well as sub-regional DMOs, Chambers of Commerce and visitor services staff. These solutions can engage groups of stakeholders with an interest in advancing tourism development and deriving increased economic benefits from increased visitation and length of stay in that community/destination.

Table 3: Summary of TEN Training Solutions for Communities/Destinations\*

SOLUTION	TYPE OF TOOL	WHAT IT IS
<b>Ten Essentials of Successful Touring Routes</b> (7.7)	Self-Assessment Bilingual	<i>Checklist of 10 key integrated factors to measure the quality of the visitor experience on a touring route.</i>
<b>Community Tourism Assessment Index</b> (7.8)	Self-Assessment Bilingual	<i>Assessment tool to determine level of readiness and potential of a community to undertake tourism development.</i>
<b>Case Studies</b> (7.3)	Self-Assessment	<i>Collection of 'examples of excellence', told by community partners in successful destinations, in video and text format, for use on-demand and as part of other training.</i>
<b>Enhancing the Visitor Experience for Operators within their Community</b> (7.9)	Group Learning	<i>Intense 3-day in-person experiential travel group program (24 per), for community operations and enablers.</i>
<b>Best Practices Missions</b> (7.5)	Group Learning	<i>Working trips from 3 to 5 days in length, designed around specific themes relevant to communities/destinations for participants to experience and learn from 'best in class'.</i>

\* Detailed solutions shown in the respective Appendices as noted by numbers above.

### 2.2.3 EMPOWERING TOURISM ENABLERS

#### Examples of Tourism Enablers

- Regional Tourism Organizations (RTOs)
- Destination Marketing Organizations (DMOs)
- Industry organizations such as Nature and Outdoor Tourism Ontario (NOTO), Destination Ontario (DO) and Aboriginal Tourism Ontario (ATO)
- Economic Development Organizations (EDOs)
- Staff or policy makers within Tourism Departments, Ministries, Agencies within government including Community Futures Development Corporations (CFDCs) and MNDM Tourism Advisors
- Chambers of Commerce
- Business Industry Associations
- 'Friends of' Organizations

In the tourism industry an enabler describes businesses, organizations, and government entities that provide financial, human, technical resources and/or in-kind support to operators in order to foster growth in the tourism industry and fulfill an organizational mandate for tourism or economic development.

The TEN Orientation Program (two days in length) introduces enablers to the suite of tools, their goals, and outcomes for tourism. The priority participants for the orientation program are representatives from agencies and organizations with a tourism responsibility and role to foster increased tourism or economic development. Of particular importance is engaging enablers who have relationships with operators who are not typically involved with the broader tourism sector. This approach extends the reach of TEN beyond traditional stakeholders.

Once enablers have attended the TEN Orientation program, it is expected that they will engage in supporting the growth of tourism in Northern Ontario by:

- Encouraging tourism stakeholders to access and use self-administered tools,
- Applying self-administered tools in partnership with the operator or community stakeholders;
- Screening and recommending participants for Best Practices Missions and Experiential Travel Training for Operators delivered by TEN; and/or
- Being active participants in relevant Best Practices Missions and Enhancing the Visitor Experience for Businesses within their Community workshops and sharing lessons learned.

### 3 TEN BUSINESS MODEL

The TEN Business Model outlines operational, management and staffing elements for TEN. It also includes a proposed calendar of offers for the first three years of operation. Details of each follow.

#### 3.1 WHAT TEN DOES AND DOES NOT DO

Clarity and a shared understanding of the role and function of TEN plays a key role in establishing sustainable partnerships. TEN:

- Facilitates and co-ordinates training and development initiatives.
- Secures, and manages contracts with financial partners investing in TEN.
- Contracts and manages third party specialists to deliver training solutions.
- Is the central point of contact for industry to gather information and details about the range of training solutions offered by TEN.
- Connects the tourism industry to an on-line inventory of training opportunities outside the scope of TEN.
- Manages logistics for group learning and personalized coaching training solutions.
- Does not provide direct funding.
- Does not deliver training and development initiatives.

#### 3.2 OPERATING MODEL

TEN is positioned as an independent, stand-alone unit within TNO operations to take advantage of TNO's existing not-for-profit designation and ensure timely start-up. This operating model represents a low cost option and facilitates the ability to leverage and coordinate TEN training with a number of related initiatives already under way.

Over time, as TEN becomes established and matures, evolution to other operating models may be worthy of consideration.

#### 3.3 MANAGEMENT AND OVERSIGHT OF TEN

TEN will be managed and operated in an open and transparent manner incorporating skilled leadership from both TNO and EE.

A small Management Committee (TEN MC) will oversee operations with responsibility for financial and operational oversight, and ultimate accountability to funding partners. The TEN MC takes the leadership role in ensuring that all TEN initiatives align with the Guiding Principles noted on page 4 and stay focused on strategic priorities by establishing a rolling, two-year calendar of centralized TEN training offers that support the strategic objectives of TNO and EE.

A five person TEN MC is recommended with representation from investing partners and one member-at-large. The recommended profile for TEN MC members, ideally with representation from an operations perspective as well as a tourism training/education perspective, includes:

- Executive Director, TNO;
- Executive Director, EE;
- Board Chair (or designate) TNO;
- Board Chair (or designate) EE; and
- One member-at-large.

TEN MC members are also expected to establish and maintain relationships with funding partners and agencies (who may serve as ex-officio members) through active advocacy for TEN, communications and sharing of successes and lessons learned.

### 3.4 STAFF ROLE AND FUNCTION

Due to the number of initiatives and wide reach of TEN, a dedicated contract or full-time staff function will be required, ideally with bilingual capacity. Core activities of paid/contracted organization management are expected to include:

- Coordinating and maintaining a rolling, two-year calendar of centralized TEN training offers that support the strategic objectives of TNO and EE;
- Organizing orientation sessions for enablers;
- Communicating with stakeholders and enablers on TEN calendar of offers, process for procurement, etc.
- Writing RFPs and managing secured contractors, respecting the different funding partners requirements;
- Maintaining the content and stakeholder communications on the TEN web portal;
- Communicating, managing and administering partnership funding and liaison reporting functions;
- Coordination of evaluation of TEN training solutions;
- Scheduling, planning and logistical requirements for TEN training;
- Marketing, registration, participant communications;
- Promoting TEN opportunities and celebrating successes with industry;
- Providing administrative support for, and reporting to, the TEN Management Committee; and
- Reporting, budgeting, and strategic planning.



### 3.5 QUALITY DELIVERY THROUGH TEN SPECIALISTS

The success of Group Learning and Personalized Coaching solutions will rely heavily on the delivery skills and expertise of the individuals leading the various training solutions.

It is recommended that TEN recruit and train a limited number of pre-qualified and trained specialists who possess the skills and qualifications to deliver one or more of the training solutions. These individuals would need to be familiar with all of the solutions (albeit they may only deliver some) in order to coach participants on which ones would suit them best as a 'next step'.

It is recommended that an Expression of Interest and Statement of Qualifications process be developed. Individuals with the skills, knowledge and experience to deliver one or more TEN training requirements would be provided a 3-year Standing Offer, with option of renewal, so they may then be quickly accessed through a simplified process in responding to annual/periodic requests for services.

The number of TEN specialists should be large enough, and have the bilingual capabilities, to provide flexibility and the capacity to respond to needs across Northern Ontario in a timely fashion.

Building from the experience of ACOA and the CTC EQ training, the recommended criteria for the selection of 'TEN Specialists' are:

- Minimum of six years full-time experience in tourism planning, destination development, and/or tourism product development;
- An in-depth of knowledge about a range of public, not-for-profit, and private sector tourism operations;
- Proven facilitation, teaching and/or coaching skills within the tourism industry;
- Skilled communicator with a broad-based knowledge of the tourism industry, experiential travel and product development, destination development and/or business development';
- Experience in working with tourism groups and/or tourism operators;
- Possess knowledge of, and an appreciation for, the realities of tourism development in Northern Ontario with its diverse geographic landscape, urban centres/communities and visitor appeal; and
- Experience outside of Northern Ontario to bring external perspective to TEN.

Highly desired additional assets:

- Experience with Northern Ontario's tourism industries, sectors and markets, or another northern Canadian region;
- Tourism operational experience; and
- Bilingual – French and English.

Applicants would apply to be pre-qualified to deliver one or more of TEN's group learning and/or coaching solutions as outlined in Table 1.

TEN can take a leadership role in securing externally based expertise on a collaborative, rather competitive contracting model.

If industry is being asked to think through the visitor's lens in designing experiences and travel opportunities, the individuals selected for the training team must also adopt a customer-centric approach for training and development.

To this end, the training of specialists will ideally operate with a foundation of willingness to collaborate, share, and work as a contract team to ensure the investment in TEN realizes optimal benefits and results.

Considerations for recruiting and managing the TEN team of training specialists include:

- Operating with underlying values and a commitment to collaboration, sharing, openness, empowerment, a customer focus and creating a training community focused on TEN's success;
- Focusing on operator/community needs when selecting contractors, rather than creating a competitive environment between those on a standing offer;
- Collaborating as a team in the sharing of lessons learned by providing and making available all post-TEN group learning or coaching reports to the team;
- Encouraging trainer-to-trainer communications to stay connected, share ideas/lessons learned and seek help or ideas;
- Seeking input from all trainers (on-the tools they deliver) when it comes time for program/tool enhancements;
- Hosting annual or semi-annual meetings, on-line or in person, to foster dialogue, reflection, support and program enhancements; and
- Appreciating Northern Ontario geography, financial, time and linguistic realities may drive decisions to ensure TEN solutions are available when and where operators/communities need them.

### 3.6 MARKETING AND DISTRIBUTING TEN SOLUTIONS

The marketing and distribution of TEN solutions should occur through a number of channels, including a dedicated web portal as a key distribution channel. These distribution channels are described in more detail below.

#### 3.6.1 WEB PORTAL

A dedicated web portal would streamline operators' ability to access TEN as well as a range of training solutions offered by different organizations. This single 'go to' web portal would ideally have two main areas as outlined below.

- **TEN Solutions**, designed for, managed for, and administered by TEN to deliver on the product/destination development needs aligned with TNO and EE strategic directions. This section of the portal would include a rolling, two-year calendar of centralized TEN training offers to facilitate planning and budgeting as well as a section that is designed to accept on-line registration and payment for specific offers outlined in Appendix A. The portal should use a robust customer relationship management system with a sign-in protocol to build a database of industry accessing the self-administered tools. This approach provides the means for pre-scheduled follow-up to measure results and to build community; the system must also support dynamic updating so that content remains timely and relevant; and
- **Other Solutions**, listing training offered by alternative providers, but available to stakeholders. TEN's commitment to this section of the web portal is to identify the most relevant solutions, create a landing page on the website, and ensure that links to other organizations remain current. Samples of what could be featured in this section of the web portal include OTEC and World Host products, outlined in Appendix B.

#### 3.6.2 LEVERAGING NETWORKS AND PARTNERSHIPS

Beyond the web portal, most of the tools and solutions will be featured through existing communication channels of sponsoring organizations, the network of informed enablers and further supplemented by targeted 'invitation-only' opportunities.

### 3.7 THREE YEAR OPERATIONAL PLAN

TEN’s training solutions are at different stages of readiness for implementation.

- The **self-administered tools** have been adapted and customized for Northern Ontario by the consulting team and are available for immediate release upon finalizing translation and production.
- Other **tools** will require development as part of TEN’s implementation activities and need to be outsourced to bring these new, made-for-Northern Ontario opportunities to the industry.

A planned roll-out of solutions for the first three years of operation starting in April 2015, reflecting when solutions are under development, are being pilot-tested or are in the field, is outlined in Table 4. Note that years follow the government fiscal year from April 1 to March 31<sup>st</sup>.

**TABLE 4: ROLLOUT OF TEN SOLUTIONS\***

	Year One 2015/16			Year Two 2016/17		Year Three 2017/18
	In the Field	Pilot	Under Development	In the Field	Pilot	In the Field
Ten Essentials of Successful Travel Products/Experiences	✓			✓		✓
Ten Essentials of Successful Touring Routes	✓			✓		✓
Visitor Appeal Assessment Tool		✓		✓		✓
Community Tourism Assessment Index		✓		✓		✓
Fast Track to Success		✓(2)		✓(4)		✓(6)
Case Studies	✓(2)			✓(3)		✓(5)
Best Practices Missions			✓		✓(1)	✓(2)
Experience Travel Training for Operators			✓		✓(2)	✓(2)
Enhancing the Visitor Experience for Operators within their Community			✓		✓(1)	✓(1)
TEN Orientation Program	✓(2)			✓(1)		✓(1)

\* Numbers indicate number of offerings per year.

## 4 TEN FINANCIAL PLAN

The financial plan for TEN is presented below.

Priorities for financial planning in initial years include:

- Adopting a long term view to building partnerships to ensure operational and financial sustainability;
- On-going review of projected financial needs as pilots are completed and adjustments are made to assumptions (e.g. expenses, establishment of fees paid by participants and number of participants per offer) that reflect realities 'in the field'; and
- Adjustments to the program plan and resulting adjustment to the financial plan as dictated by demand and interest of industry partners.

Additional considerations are outlined below.

### 4.1 INVESTING PARTNERS AND REVENUE STREAMS TO SUPPORT TEN

A review of best practices from a range of jurisdictions noted that stable, partnered and multi-year sustained financial support is a prerequisite to success for tourism development programs. Approaches to build sustained success for TEN include multi-year investment by partners to support solutions, multi-year investment by partners to support the entire plan and/ or a combination of both.

There are three revenue streams / financial partnerships required to ensure TEN's success.

- Partners for operations for centralized administration;
- Partners for training solutions; and
- Registration fees.

These are discussed in more detail below.

#### 4.1.1 PARTNERS FOR OPERATIONS

Operations or central administration of TEN includes such expenses as staff, office and related, communications, including web portal, support for MC meetings and travel.

Financial and in-kind support for centralized administration or core funding is anticipated from TNO and EE.

#### 4.1.2 PARTNERS FOR DELIVERY OF TRAINING SOLUTIONS

The TEN training solutions require varying levels of initial investment for further development, hosting of the training itself, and for some solutions, on-going refreshment of content over the years. These types of investments lend themselves to project-based funding which can, and should, come from a variety of partners.

Financial partnerships to invest in the delivery of specific training solutions are anticipated from FedNor, MNM, MTCS and others. There is also an opportunity to explore and build new relationships with such organizations as the Economic Developers Council of Ontario (EDCO), local economic development agencies such as Waubetek and industry associations such as NOTO to support TEN. These project-based partnerships will play a key role in the sustainability of TEN beyond its initial start-up years.

#### 4.1.3 REGISTRATION FEES

A number of the group learning and personalized coaching training solutions offered by TEN will have participant registration fees, providing a revenue stream for TEN that helps off-set but not fully re-cover the cost of each solution. A requirement for participant fees also builds commitment from attendees and contributes to understanding of the value of training and development opportunities.

These registration fees may be paid by the participant, or through a subsidy available through their employer, a partner organization or some combination of the two. While registration fees represent an investment from participants, all TEN solutions will be subsidized, some more than others.

### 4.2 PROJECTED FINANCIAL REQUIREMENTS

Table 5 summarizes projected TEN financial requirements for Years One to Three. The following considerations are important.

- Costs reflect the full cost of development and delivery and do not take into consideration revenue generated by participant fees for Fast Track to Success, Best Practices Missions and both Operator and Community/Operator Experiential Travel Training. As noted above, participant fees are investments from industry in TEN and may come from the participant themselves, as a subsidy for participants from a partner organization or a combination of the two. The MC will need to address this aspect as programs are piloted and introduced.
- Some estimated expenses may decrease if activities are absorbed within current initiatives under way (e.g. web portal design), through in-kind contributions, through other budgets of TNO and/or EE, or government contributions from partners such as FedNor, MTCS and MNM.
- Group learning solution costs will be influenced by host locations and associated travel costs.

Table 5 Tourism Excellence North Projected Financial Requirements – SUMMARY April 2015 to March 2018			
	Year One	Year Two	Year Three
	April 2015 – March 2016	April 2016 – March 2017	April 2017-March 2018
<b>Operations</b>	\$180,000	\$145,000	\$150,000
<b>One Time Development Costs</b>	\$60,000	--	--
<b>Delivery of Training Solutions</b>	\$146,000	\$365,000	\$456,000
<b>Total</b>	<b>\$386,000</b>	<b>\$510,000</b>	<b>\$606,000</b>

Source: <sup>the</sup> Tourism Company, Tourism Café Canada and Tourism Synergy, 2015

#### 4.2.1 OPERATIONS

Operations of TEN are projected to have a number of functions and related costs, estimated at \$180,000 in Year One, \$145,000 in Year Two and \$150,000 in Year Three as noted in Table 5 and elaborated on in Table 6.

Estimates are based on the following assumptions:

- \$100,000 in each year for centralized administration including staffing, office and related, travel and communications;
- \$20,000 in Year One for the design and content development of the Web Training Portal, declining to a maintenance function once established at \$10,000 in each of Years Two and Three;
- \$30,000 in each year to support four TEN MC meetings/teleconferences;
- \$20,000 in Year One to secure and train 10 TEN Specialists at a two- day, one night in-person session led by master trainers/facilitators, followed by \$5,000 in each of Year Two and Three to host web and teleconference meetings to review experiences in the field, revise and update tools and share accomplishments and challenges. Ideally, initial training would require some investment from invited participants to demonstrate their commitment to TEN.
- \$10,000 to launch TEN through meetings and other promotions in Year One, followed by an allowance of \$5,000 for another promotional push in Year Three.

Table 6 Tourism Excellence North Projected Financial Requirements - OPERATIONS April 2015 to March 2018			
OPERATIONS	Year One April 2015 – March 2016	Year Two April 2016 – March 2017	Year Three April 2017 – March 2018
Centralized Administration	\$100,000	\$100,000	\$100,000
Web Training Portal	\$20,000	\$10,000	\$10,000
TEN Management Committee meetings	\$30,000	\$30,000	\$30,000
Secure and Train TEN Specialists	\$20,000	\$5,000	\$5,000
TEN Industry Launch (Meetings & Promotion)	\$10,000		\$5,000
<b>Sub-total Operations</b>	<b>\$180,000</b>	<b>\$145,000</b>	<b>\$150,000</b>
Source: <sup>the</sup> Tourism Company, Tourism Café Canada and Tourism Synergy, 2015			

#### 4.2.2 ONE-TIME DEVELOPMENT COSTS

One-time development costs to advance individual solutions and further customize for Northern Ontario are projected to total \$60,000 the first year of operations (March 2015 to April 2016), based on the following assumptions:

- \$10,000 to complete TEN graphic design for common/look/feel of Solutions.
- \$5,000 for design/ production of 4 bilingual Self-Assessment Tools, including translation of the Visitor Appeal Assessment Tool and Community Tourism Assessment Index;
- \$5,000 to develop the framework for Best Practices Missions program;
- \$40,000 to for initial development of Experiential Travel Training in Year One to support delivery of pilot workshops in Year Two, based on the following assumptions:
  - \$15,000 to \$20,000 to contract initial development of curriculum design for the Experiential Travel Training for Operators workshop;
  - \$20,000 to \$25,000 to contract initial development of curriculum design for the Enhancing the Visitor Experience for Operators within their Community workshop;
  - the level of effort to design a successful experiential travel program is significantly higher than that of a typical workshop or tool given the commitments to core philosophy of participation in local experiences or 'learning by doing' as recommended and outlined in Appendix 7.4 and 7.9. These workshops are intended to be immersive experiences themselves and therefore require more effort in the design and development phase.



- professional fees for initial development costs will vary depending on the contractor's approach but at a minimum, time required for the following tasks is anticipated:
  - familiarization with current market/visitor profiles and priorities at both a regional and community level;
  - discussions and meetings with community partners to set priorities;
  - development of detailed course agendas, linked to pedagogical framework;
  - development of workshop training materials including workbooks and other tools common to each workshop;
  - development of workshop presentations;
  - development of workshop assessment tool; and
  - client meetings and reporting.
- The successful proponent(s) should be the ones who deliver each workshop during the pilot phase, as it is difficult for another contractor to deliver someone else's material.
- These two experiential travel workshops should be managed in a way that ensures content is consistent and leveraged between the operator and community workshops.

#### 4.2.3 DELIVERY OF TRAINING SOLUTIONS

The full costs for delivery of TEN training solutions,(exclusive of participant revenue) are detailed in Table 7 and are projected at \$146,000 in Year One, rising to \$365,000 in Year Two and \$456,000 in Year Three based on the following assumptions:

- **Case studies**, most with full audio/visual capacity will be produced and distributed estimated at \$8,000 per case study, with:
  - 2 in Year One;
  - 3 in Year Two; and
  - 5 in Year Three.
- **1 Best Practices Mission (BPM)** will be led in Year Two, followed by 2 BPM in Year Three at a projected cost of \$35,000 per BPM to include hosting/supplier fees at \$7,000, facilitation and delivery fees of \$10,000, participant subsidies @ 1,500 x 12 (18,000).
- **2, two-day Experiential Travel Training for Operator** workshops for 12 participants per workshop will be held in each of Years Two and Three at cost of \$52,000 per workshop. This estimate assumes:
  - \$40,000 in fees for a two-facilitator model that includes:
    - significant level of effort in host community prior to workshop delivery including mystery shopping and identification of and working with local businesses who will receive customized coaching ahead of the workshop to be included as demonstration experiences;
    - research on each participant attending;
    - modifying and customization of core workshop content to the operators attending;

- working with local suppliers on workshop logistics including meeting venue needs and ground transportation to/from experiences;
  - workshop delivery;
  - 2 hours post-course coaching for each participant; and
  - client meetings and preparation of final workshop report.
- \$12,000 for all on-site hosting costs including meeting venues, materials, all meals, ground transportation to/from experiences, and fees for local experience providers. Participants pay for their own travel to the venue and on-site accommodation.
- 1, three-day **Enhancing the Visitor Experience for Operators within their Community** travel training workshop for 24 participants per workshop in each of Year Two and Year Three estimated at \$82,000 per workshop. This estimate assumes:
  - \$56,000 in fees for a two-facilitator model to include as noted in the Operator workshop above, pre-workshop host community visit and meetings, identification of and coaching of relevant experiences to include in the training, research on participants attending, customization of workshop content as required, workshop logistics and delivery, 2 hours post-coaching for each participant, client meetings and reporting; and
  - \$26,000 for on-site hosting costs including meeting venues, materials, all meals, ground transportation to/from experiences and fees for local experience providers. Participants pay for their own travel to the venue and on-site accommodation.
- **Fast Track to Success (FTS)** will be piloted in 2 locations in Year One, then fully implemented in 4 locations in Year Two and 6 locations in Year Three; one trained TEN specialist visits 5 operations on one trip in one 'location', at an estimated cost of \$4,000 per operation for consultant fees and travel;
  - An additional \$10,000 is included in FTS estimates for Year One to support travel and technical costs to record and produce video for use in subsequent marketing and communications for FTS;
- Delivery of 2 **TEN Orientation Sessions** in Year One, followed by 1 in each of Year Two and Three, estimated at \$40,000 per session including:
  - \$15,000 for hosting fees;
  - \$15,000 for contracted facilitator/master trainer; and
  - allowance of \$10,000 to support travel of invited participants.

An alternative approach to the delivery of TEN Orientation Sessions involves adapting and including sessions at industry events (EDCO network meetings, CFDC network meetings, Northern Ontario Tourism Summit) to further extend TEN's reach.

Table 7 Tourism Excellence North Projected Financial Requirements – DELIVERY April 2015 to March 2018			
DELIVERY OF TRAINING SOLUTIONS	Year One April 2015 – March 2016	Year Two April 2016 – March 2017	Year Three April 2017 – March 2018
Case Studies	\$16,000	\$24,000	\$40,000
Best Practices Missions	--	\$35,000	\$70,000
Experiential Travel Operator Courses	--	\$104,000	\$104,000
Community & Operator-based Experiential Travel Training Course	--	\$82,000	\$82,000
Fast Track to Success (FTS)	\$50,000	\$80,000	\$120,000
TEN Orientation Sessions	\$80,000	\$40,000	\$40,000
<b>Sub-total Delivery of Training Solutions</b>	<b>\$146,000</b>	<b>\$365,000</b>	<b>\$456,000</b>
Source: <sup>the</sup> Tourism Company, Tourism Café Canada and Tourism Synergy, 2015			

## 5 TEN IMPLEMENTATION PLAN

Year One priorities fall into three categories - operational to establish TEN, one-time development activities, and program delivery of solutions. A proposed implementation plan to guide activity for Year One by quarter is outlined in Table 8, below.

Priorities for Years Two and Three are refining, updating and adjustment of tools and operating assumptions as required and continued rollout and delivery of solutions as detailed in Table 4. It is anticipated that all solutions will be in use by the industry by Year Three at the latest.

Table 8 TOURISM EXCELLENCE NORTH Detailed Implementation Plan by Quarter Year One: April 2015 to March 2016				
	Q1 April - June 2015	Q2 July - September 2015	Q3 October - December 2015	Q4 January - March 2016
<b>OPERATIONS</b>				
Secure funding partners and agreements.	✓			
Establish and engage TEN MC; confirm governance structure.	✓			
Establish office; hire program manager.	✓			
Create the TEN dedicated web-portal to post Self-Assessment Tools, program information, registration, and communications.		✓		
Secure and host meeting for TEN Specialists.			✓	
TEN Industry Launch.			✓	
<b>ONE TIME DEVELOPMENT ACTIVITIES</b>				
Complete TEN graphic design.	✓			
Produce, translate as required and post 4 Self-assessment Tools.	✓			
Engage third party to develop framework for and confirm topics for Best Practices Missions to be hosted in Year Two.		✓		
Engage third party(ies) to develop detailed curriculum and content for Operator and Community Experiential Travel training.		✓		
<b>PROGRAM DELIVERY</b>				
Produce and release 2 Case Studies.		✓	✓	
Pilot test Fast Track to Success in 2 locations/cohorts.			✓	
Run TEN Orientation Program(s) for key Enablers to test Self-Assessment Tools, inform them about TEN, the training plan, and the planned rollout to garner their support and respond to any questions.			✓	

## 6 Moving TEN Forward: Impact and Considerations

### 6.1 IMPACT OF TEN

The reach and impact of TEN depends on three key factors:

1. The appeal and value of the training solutions to industry and their uptake;
2. The degree to which the TEN solutions are effectively communicated, marketed, and the contact list of interested businesses managed for progressive business enhancement opportunities;
3. The financial support and advocacy of the funding partners and enabling organizations (DMO, BIAs, Chambers, CFDCs etc).

Bearing these factors in mind, the impact of investment into TEN as described in this document can be measured through outputs as well as by outcomes as noted in Table 9 on the page following.

Based on the planned rollout of solutions in the first three years, group and personalized coaching solutions will engage 224 participants. Adding an assumption that at least 5% of the over 9,000 tourism businesses in TNO and EE download at least 2 of the Self Assessment Tools, this number increases even more to an estimated 1,124 participants benefitting directly from TEN.

Done well, product and experience development takes time, sufficient resources and support. When successful, one experience at one operation can impact many as noted in the box below, detailing the impact of the introduction of a new product by one operation.

#### **The Power of One**

Consider the impact of the Ice Trail at Ontario's Arrowhead Provincial Park, located outside Huntsville. In the words of the Ontario Parks blog "*Cars line up down the highway to take part in this magical mystery tour that has struck a chord with visitors and increased winter attendance from 600 day passes five years ago to 6,000 last year.*"

Significant new revenue has been generated for Ontario Parks from parking fees and concession sales since the Ice Trail was introduced in 2012 and improved every year since with enhancements and new events. Outside the park, operators are seeing higher business in retail stores, at restaurants and in B&B's inns and resorts as a direct result of this one new visitor experience.

The investment in building capacity in communities who wish to increase tourism benefits, and the public, not-for-profit and private sector operators who will enhance the quality of their products and invest in experience development goes beyond counting the number of participants attending a workshop. 'Success' includes improved quality, an increase in new experiences to market and celebration of awards for innovation in product/experience enhancement. Together these results will drive new economic activity to operations and communities.

Since any new development initiative takes 3-5 years to evaluate, TEN administration must adopt a rigorous follow-up process in years 2, 3 and beyond to gather and evaluate the impact of each TEN solution as noted by solution in the Appendices.

Table 9 Projecting the Impact of TEN Years 1-3		
The TEN Solution	Total Number of Participants	TEN Program Outcomes
Ten Essentials of Successful Travel Products/Experiences	450 downloads	Improved quality. # of new visitor experiences brought to market, influenced by 1 or more training solutions.
Ten Essentials of Successful Touring Routes	225 downloads	
Visitor Appeal Assessment	225 downloads	Increased visitation based on new products.
Community Tourism Assessment Index	50 downloads	Increased revenues. Increased length of stay.
Case Studies	10 case studies produced and distributed 300 downloads	Total number of companies accessing a training solution.
Experiential Travel Training for Operators	48 operators/4 workshops (12 per) 36 new products to market (75%) in 2 years legacy of 3 - 6 businesses trained as part of the training program	Number of companies and individuals accessing 2 or more training solutions. Awards won for product innovation/enhancement. Earned media/consumer reviews generated from new and enhanced visitor experiences. Diversity of tourism business sectors investing in product development.
Best Practices Missions	36 participants/3 BPM (12 per)	
Fast Track to Success	60 operations visited 45 take action based on recommendations (75% success rate)	
Enhancing the Visitor Experience for Operators within their Community	48 participants/2 workshops (24 per) 24 new products to market in 2 years legacy of 5 to 8 businesses trained as part of the training	
TEN Orientation Program	32 participants/ 2 courses (16 per)	

## 6.2 MOVING AHEAD

This plan outlines the requirements necessary to mount TEN, a tourism development program for operators and communities in Northern Ontario. Going forward, it will be critical for proponents to consider the following points:

- It is suggested that the financial plan be fine-tuned and finalized as quickly as possible in order that implementation can begin.
- Financial stability from multi-year investments by partners is a prerequisite to TEN's success – translated to operator and community success. Building partnerships beyond the start-up phase will be important to the sustainability of TEN.
- Metrics appropriate to TEN's goals must be confirmed and gathered on a regular basis to gauge both short term and longer-term impacts. As with any new product/service, TEN's development will require 3-5 years to yield successes.
- TEN will evolve and will need to be adjusted and modified as a result of collective learning that occurs throughout the development and delivery process.
- TEN must maintain a strong commitment to the guiding principles for the program and stay keenly focused the product development and other strategic priorities of the tourism sector across Northern Ontario, adjusting as market and competitive conditions shift.

The potential is great. Now is the time to invest together to implement TEN.

## 7 APPENDIX A: TEN SOLUTIONS



## 7.1 TEN ESSENTIALS OF SUCCESSFUL TRAVEL PRODUCTS/EXPERIENCES

<b>TEN ESSENTIALS OF SUCCESSFUL TRAVEL PRODUCTS /EXPERIENCES: ABOUT THIS SOLUTION</b>	
Purpose	Subjectively measures the quality of the visitor experience provided by an individual tourism operator using a checklist of 10 key integrated factors, to assist with the ongoing development and delivery of individual tourism products and experiences.
Learning Objectives	The objectives of this tool are to: <ul style="list-style-type: none"> <li>• Expose participants to a critical checklist of elements that contribute to a successful travel product/experience.</li> <li>• Obtain an objective assessment of the product/experience.</li> </ul>
Desired Outcomes	As a result of using this tool, participants will: <ul style="list-style-type: none"> <li>• Guide the development of new visitor experiences.</li> <li>• Identify strengths and enhancements to existing product/experiences.</li> <li>• Set benchmarks for ongoing evaluation (yearly) of their product/experience.</li> </ul>
Audience	Operators
Learning Method	√ Self-assessment tool
Time Commitment	Estimate – 20 minutes. Multiple reviewer perspectives are encouraged within and external to the operation.
Fulfills Development Priorities	√ Improving and enhancing product/experience quality √ Igniting innovation
<b>Development &amp; Delivery</b>	
Bilingual Availability?	√ Yes
Delivery Mode	√ Online download
Development Required	√ Updated, translated, ready to use; tool presented on following pages.
Delivery Resources Required	√ Dedicated TEN web portal to house links to the tool.
Educational lead(s)	√ None
HR: Support Needs	None required
Technical	None required
Marketing	√ Word of Mouth; through Enablers; website promotion; included in “tick box” in FTS – for operations who could benefit from completing this checklist.
Additional Learning Opportunities/Next Steps	Fast Track to Success, Best Practice Missions, Experiential Travel Training

<b>Financial</b>	
Investment Needed	Website posting
Participant Subsidy/ Incentive	None required.
Participant Fees	Free
Potential Investment Partners	None required
<b>Celebrating Success</b>	
Metrics	<ul style="list-style-type: none"> <li>• # times the tool was downloaded, and by whom.</li> <li>• Follow-up three-months later to inquire what developments/improvements occurred.</li> <li>• # who re-use tool one year later to assess impact on the product/visitor experience.</li> <li>• # of people who downloaded the tool and were inspired to engage in another TEN training solution.</li> </ul>
Inspired by	Adapted from Forerunner Creative (2006) and ACOA VISIT Program (2009).

TEN ESSENTIALS OF SUCCESSFUL TRAVEL PRODUCTS/EXPERIENCES				
(Adapted from ForeRunner Creative, ACOA VISIT)				
For analysis of all forms of tourism operations. This tool is intended to provide indicators toward tourism market readiness.				
Subject Property:				
Evaluation Performed by:			Date of Benchmark Evaluation:	
The "Essential"	Exceeds	Meets	Lacks	Rationale
<b>1. Compelling Theme/Story</b> Connects visitors to the people, places and culture. It's the foundation for a harmonized, memorable, experience that is unique, responds to the visitor's interests and delivers on the operator's brand promise.				
<b>1. Authentic</b> Features access to local people, stories and/or culture and a sense of place.				
<b>3. Emotional Trigger</b> Experience causes an emotional reaction from visitors and hosts.				
<b>4. Access</b> Ease of access to: a) product information, b) purchase, c) site location, d) mobility at the site, and e) throughout the experience.				
<b>5. Educational</b> Experience provides opportunities to discover and learn.				
<b>6. Enriching/Entertaining</b> Delights and engages visitors through personally relevant activities and interactions during the experience.				
<b>7. Hands-on/Interactive</b> Provides opportunities for interactions between guests and hosts, allowing time to enjoy, connect, and participate.				
<b>8. Element of Surprise</b> Experience incorporates the unexpected; evokes a response.				
<b>9. Value-Added</b> Provides unique value that commands a higher price point or reason to stay longer and experiences not found on the average tourist map.				
<b>10. Exceeds Expectations</b> Experience leaves guests "Wow'd"; delivers over and above the promise.				
the Tourism Company, Tourism Café Canada, Tourism Synergy, 2015				

DIX ÉLÉMENTS ESSENTIELS À LA RÉUSSITE DES PRODUITS ET DES EXPÉRIENCES DE VOYAGE				
(Adapté à partir de ForeRunner Creative, ACOA "VISIT")				
Pour l'analyse de toutes les formes d'opérations touristiques. Cet outil sert à donner des indications quant à l'état de préparation du marché du tourisme.				
Propriété visée:				
Évaluation effectuée par:				
Date de mise en œuvre des indices de références:				
Éléments essentiels	Dépasse	Atteint	N'atteint pas	Justification
<b>1. Thème/histoire intéressant(e)</b> Permet au le visiteur d'établir un contact avec les habitants, les endroits et les cultures. Est à la base d'une expérience unique, mémorable et harmonisée, qui répond aux intérêts du visiteur et qui respecte la marque distinctive de l'opérateur.				
<b>2. Authenticité</b> Accès aux habitants et sentiment d'identité.				
<b>3. Déclencheur d'émotions</b> L'expérience suscite une réaction émotive de la part du visiteur et des hôtes.				
<b>4. Accès</b> Facilité d'accès: a) à l'information du produit, b) à l'achat, c) au site, d) à la mobilité sur le site, et e) au cours de l'expérience.				
<b>5. Aspect éducatif</b> L'expérience présente des opportunités d'apprentissage et de découverte.				
<b>6. Enrichissement/divertissement</b> Réjouit et engage le visiteur par l'entremise d'interactions et d'activités pertinentes et personnalisées.				
<b>7. Aspect pratique/interactif</b> Donne lieu à des opportunités pour des interventions entre le visiteur et les hôtes, offrant la possibilité d'apprécier, de participer et de tisser des liens.				
<b>8. Élément de surprise</b> L'expérience incorpore l'inattendue. Évoque une réaction.				
<b>9. Valeur ajoutée</b> L'expérience fournit une valeur unique qui génère un tarif plus élevé ou justifie un séjour prolongé.				
<b>10. Surpasse les attentes</b> L'expérience ébahit le visiteur. Excède les attentes.				
the Tourism Company, Tourism Café Canada, Tourism Synergy 2015				

## 7.2 VISITOR APPEAL ASSESSMENT TOOL

<b>VISITOR APPEAL ASSESSMENT TOOL: ABOUT THIS SOLUTION</b>	
Purpose	A high level assessment of the tourism operation to determine their appeal from a visitor's lens.
Learning Objectives	This tool is designed to allow operators/business coaches to evaluate their: <ul style="list-style-type: none"> <li>• Physical assets (infrastructure/place).</li> <li>• Visitor experience.</li> <li>• Sales and pricing.</li> <li>• Promotion.</li> </ul>
Desired Outcomes	After having used this too, an operation will: <ul style="list-style-type: none"> <li>• Have a high-level, holistic assessment of the appeal of their operation and market readiness.</li> <li>• Be able to pinpoint areas of weakness to guide investment in the short and long term.</li> <li>• Have baseline data on which to compare in future years.</li> </ul>
Audience	Operators
Learning Method	Self assessment, online, self-administered tool
Time Commitment	Estimate – 90 minutes
Fulfills Development Priorities	<input checked="" type="checkbox"/> Improving and enhancing operator quality <input checked="" type="checkbox"/> Building Great Visitor Experiences
<b>Development &amp; Delivery</b>	
Bilingual Availability?	<input checked="" type="checkbox"/> Yes
Delivery Mode	<input checked="" type="checkbox"/> Online download
Development Required	<input checked="" type="checkbox"/> Updated, translated, ready to use; tool presented on following pages.
Delivery Resources Required	<input checked="" type="checkbox"/> Dedicated TEN web portal to house links to the tool
Educational lead(s)	None required
HR: Support Needs	None required
Technical	None required
Marketing	<input checked="" type="checkbox"/> Website, word-of-mouth, general promotion through TEN of the training solutions available.
Additional Learning Opportunities/Next Steps	Coaching or additional training in targeted areas for improvement

<b>Financial</b>	
Investment Needed	One-time investment for French Translation
Participant Subsidy/ Incentive	Free
Participant Fees	None
Potential Investment Partners	None needed
<b>Celebrating Success</b>	
Metrics	<ul style="list-style-type: none"> <li>• Downloads of tool</li> <li>• Follow-up one-year later to ask about improvements</li> <li>• # that re-use tool one year later to assess improvements</li> <li>• # of people who downloaded the tool and were inspired to engage in another TEN training solution</li> </ul>
Inspired by	Adapted from ACOA's Site Assessment Tool (2006) by Laurel Reid.

VISITOR APPEAL ASSESSMENT TOOL			
<b>Subject Property:</b>			
<b>Evaluation Performed by:</b>			<b>Date of Evaluation:</b>
For analysis of all forms of tourism operations (private, public, not-for-profit). This includes attractions, accommodations, restaurants/culinary establishments, outfitters, activity-based companies (e.g. kayaking, hiking, snowmobiling, ATV's), heritage sites, parks, museums theatres, festivals.			
This tool is intended to provide an indication of the level of market readiness and for use as a benchmark to measure improvement from year to year.			
	<b>Highest Score Possible</b>	<b>Actual Score</b>	<b>Comments</b>
<b>Part A: Operation Evaluation</b>	<b>50</b>		
<b>A1. Importance/Significance</b>	<b>3</b>		
Operation appeals to and attracts guests: Internationally/Nationally (3); Provincially/Regionally (2); Locally(1)	3		
<b>A2. Uniqueness</b>	<b>5</b>		
a) Operation is unique/distinctive: Internationally/Nationally (3);Provincially/Regionally (2); Locally (1); Not unique (0)	3		
b) The operation is the primary reason a person books their trip (2); Is a visitor opportunity that, when in the area draws people when combined with other local attractions/events (1); Is undeveloped (0)	2		
<b>A3. Access</b>	<b>14</b>		
a) Operation makes it easy for guest to find: (1 point per) GPS coordinates (1); correctly listed on on-line maps (1); provides instructions and maps on how to get there from multiple directions (1).	3		
b) Transportation access from a regional airport: Within 1-2 hours (3), within 3 to 4 hours (2); 5+ more more hours (1)	3		
c) Directional signage to operation: Very good (2); Needs improvement (1); Doesn't exist (0)	2		
d) Proximity to other clustered services: Within walking distance (3), within 15 min drive (2); more than 15 minute drive away (1)	3		
e) Parking Access (1 point per to max 3): Large Buses/RVs (1), Handicap (1); Cars only (1) "Other" (1) as suits operation (ATVs, snowmobiles, boats)	3		
<b>A4. Architecture/Facilities</b>	<b>10</b>		
a) Visually Appeally: physical facilities & on-site aesthetics: Very attractive, well-tended buildings & grounds (3); Attractive buildings & grounds; needs some attention (2); Some nice features, needs a lot of work (1).	3		
c) All weather Facilities (2) (i.e. can handle guests in any weather); fixed roof (2); temporary (1).	2		
d) Reception/Welcome Area (1) Interpretation/Information Area (1)	2		
e) Appropriate directional signage onsite	1		
f) Access for people with disabilities: facilities/site accessible (2); limited accessibility (1); no evidence of accessiblilty (0)	2		
<b>A5. Season/Hours of Operation</b>	<b>5</b>		
a) Operating Season: Open year-round (3); seasonal operation (2); Sporadic opening times -potential for multi-season (1).	3		
b) Consistent hours of operation: Open daily/evening at hours convenient to visitors (2); Open daily during business hours (1); Not always open (0)	2		
<b>A6. On-Site Amenities &amp; Services</b>	<b>13</b>		
a) Front-line Staff/Volunteers create a welcoming, positive experience	2		
b) Public restroom facilities: Yes with Handicapped Access (2); Yes but no Handicapped Access (1)	2		
c) Provides multi-lingual services (2 or more languages) 1 point per max 2 : capacity on staff for 2 languages; access translation for groups if needed; provides literature (on-site or on the web) in 2 or more languages	2		
d) Retail available (1 point per max 2): reflects operation (1); features local (1)	2		
e) Food service max 2: available suitable to operation (1): features local foods (1); local recipes (1)	2		
f) Participant Comforts such as chairs, benches, adequate lighting, sound: many comfort amenties (2); limited comfort amenties (1); no comfort amenities (0)	2		
g) Free Wifi on site: Yes (1); No (0)	1		
<b>MAXIMUM OPERATION SCORE (50)</b>	<b>50</b>		

	Highest Score Possible	Actual Score	Comments
<b>Part B: The Visitor Experience</b>	<b>20</b>		
<b>1. On-site Experience</b>	<b>14</b>		
a) Celebrates unique aspects/stories/heritage (1 per) related to the local community (1), region (1), province (1) or the operation itself (1) (Max 2)	2		
b) Authentic connections: Meet and engage with locals (2), meet locals (1)	2		
c) Provides a unique/one of a kind experience not available elsewhere (2)	2		
d) Involves hands-on interactive activities/exhibits/two-way storytelling engagement (2); watching demonstrations (1); no opportunity for interactive activities (0)	2		
e) Features ways to interact with distinctive cultural, historical and/or natural wonders of the area	2		
f) Offers Behind-the-scene, special access opportunities: often (2); limited (1)	2		
g) Engages participants intellectually, emotionally, physically, spiritually or socially: throughout experience (2); some times (1);	2		
<b>2. Customizing and Packaging</b>	<b>3</b>		
a) Evidence of ability to adapt to group markets (motor coach, meetings, special events, etc.)	1		
b) Evidence of packaging with local supplier products (hotels, restaurants, campgrounds, other attractions)	1		
c) Evidence of a willingness to customize products/experiences and gear to specific groups/ target markets	1		
<b>3. Overall Experience</b>	<b>3</b>		
a) Elicits positive reviews (1) point per to max 3: Social media; in guest books; letters/notes from customers, travel writers/bloggers, media coverage	3		
<b>MAXIMUM VISITOR EXPERIENCE SCORE (20)</b>	<b>20</b>		
	Highest Score Possible	Actual Score	Comments
<b>Part C: Marketing</b>	<b>30</b>		
<b>1. Promotion</b>	<b>14</b>		
a) The company has a website: Easy to navigate, quickly find and book travel (3); Functional but requires enhancements (2); Had to work too hard to find information and/or make a reservation (1); no or dated website with little functionality (0)	3		
b) Website uses a range of ways to connect with visitors (maximum 4, 1 point per) video (1), blogs (1), links to social media sites (1), ability to post photos,(1) testimonials (1)	4		
c) Website includes clear call(s) to action; Yes (1); No (0)	1		
d) Communicates with visitors via social media channels (maximum 4, 1 point per): Trip Advisor (1), Facebook (1), Youtube (1), Twitter (1) Pinterest (1); Blog (1); Others (1 ea.)	4		
e) Print advertising (maximum 2 points; 1 point per): Rack cards (1); presence in visitor guides/guide books (1); company publication (1)	2		
<b>2. Sales and Pricing</b>	<b>16</b>		
a) Products and services are available at a range of price points. Good variety (2); small range of choice (1); no choice (0)	2		
b) Offers competitively priced products/experiences/services relative to other similar operations (1)	1		
c) Direct reservations/bookings (1) point per: on-line (1); email (1); fax (1); telephone (1). (3 max)	3		
d) Sells via intermediaries (maximum 3, 1 point per): travel trade (1); online agents (e.g. bookings.com, expedia, hotel.com) (1); travel agents (1); other (1)	3		
e) Accepts multiple forms of payment (maximum 2, 10 point per: cheque/cash (1); credit card (1); Paypal (1) or other electronic means (1)	2		
f) During operating season responds to inquiries: Immediately (3), within 24 hours (2), within 48 hours (1)	3		
g) During non-operating season (Seasonal businesses). Responds to inquiries: same day (2) or within 48 hours (1)	2		
<b>MAXIMUM MARKETING SCORE (30)</b>	<b>30</b>		
<b>OVERALL ASSESSMENT</b>	<b>100</b>		
<b>**The higher the score, the greater the Visitor Appeal of the Tourism Operation. A score of less than 50% of the maximum potential is considered well below acceptable market readiness capacity.</b>			
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### 7.3 CASE STUDIES

<b>CASE STUDIES: ABOUT THIS SOLUTION</b>	
Purpose	To create a collection of case studies, that exemplify excellence in one or more ways, related to the product/experience/destination development goals for Northern Ontario. Subjects of the case studies would include businesses and communities in Northern Ontario but also showcase others from outside the region to broaden understanding of the competitive landscape.
Learning Objectives	To produce a series of case studies that showcase excellence in key areas of development, including (but not limited to): <ul style="list-style-type: none"> <li>• Experiential travel product development including Ontario and/or Canadian Signature Experiences.</li> <li>• Industry partnerships/collaboration.</li> <li>• Value-based pricing.</li> <li>• Shifting from a product to an experience.</li> <li>• <u>Stories, authenticity and unique differentiators.</u></li> </ul>
Desired Outcomes	As a result of these case studies tourism operations and partners will have: <ul style="list-style-type: none"> <li>• A range of 'real-life' examples of excellence from operator and destination/community practices that can applied to their own situation.</li> <li>• Documentation of progressive investments in innovation &amp; change, in Northern Ontario.</li> <li>• Inspiration for new product ideas, ways of doing business, managing risk, investing and responding to travellers needs.</li> </ul>
Audience	Operators, enablers or communities/destinations
Learning Method	√ Self assessment/reflection tool
Time Commitment	Estimate – 30 minutes to read/view and reflect on the contents of the case study and 'what it means to me, our operation/community/destination.
Fulfills Development Priorities	May contribute to any of these areas, depending on the focus of the case study, <ul style="list-style-type: none"> <li>√ Improving and enhancing operator quality</li> <li>√ Igniting innovation</li> <li>√ Building Great Visitor Experiences</li> <li>√ Creating Vibrant Tourism Communities</li> <li>√ Investing in Tourism</li> </ul>
<b>Development &amp; Delivery</b>	
Bilingual Availability?	√Yes. Translate as produced
Delivery Mode	√ Online download or viewing opportunity

Development Required	<ul style="list-style-type: none"> <li>√ Identify the content focus of the Year 1 case studies.</li> <li>√ Confirm the depth/breath for consistency (e.g. text only, audio /video inserts, length, writing requirements, etc.).</li> <li>√ Secure contractor, conduct research, secure sign off from operations being profiled.</li> <li>√ Graphic design for TEN brand look/feel.</li> <li>√ Translation.</li> <li>√ Production.</li> </ul>
Delivery Resources Required	Dedicated TEN web portal to house links to case studies Consideration of co-listing on external sites such as Scribd or Slideshare for increased reach. As condition of investment ask partners that invest in the development such as CTC (Canadian Signature Experience), OTMPCC (Ontario Signature Experience) for example to post to their websites as well.
Educational lead(s)	√ Case study researcher
HR: Support Needs	Administrative support through TEN to manage RFP.
Technical	Website only.
Marketing	Through TEN Orientation Program for Enablers Regular communication to industry and colleges/university tourism programs, in both official languages as case studies emerge.
Additional Learning Opportunities/Next Steps	Notices to those delivering TEN solutions that the case studies are available for incorporation into other TEN solutions as appropriate.
<b>Financial</b>	
Investment Needed	Estimated at \$8,000 per case study to support audio, video integration to include By TEN <ul style="list-style-type: none"> <li>• Administrative: Set up the framework, confirm topics in consultation with Management Committee, secure contractor, affirm graphic layout and writing requirements.</li> <li>• Translation</li> <li>• Production</li> </ul> By third parties: <ul style="list-style-type: none"> <li>• Research and case study development.</li> </ul>
Participant Subsidy/ Incentive	None required
Participant Fees	Free
Potential Investment Partners	√ FedNor, TNO, EE, Parks Canada, Ontario Parks, OTMPC (if an Ontario Signature Experience), CTC (If a Canadian Signature Experience), NOTO, Direction Ontario
<b>Celebrating Success</b>	
Metrics	<ul style="list-style-type: none"> <li>• Number of downloads from the various sites it is posted to</li> </ul>
Inspired by	Canadian Signature Experiences case study series.

## 7.4 EXPERIENTIAL TRAVEL TRAINING FOR OPERATORS

<b>EXPERIENTIAL TRAVEL TRAINING FOR OPERATORS: ABOUT THIS SOLUTION</b>	
Purpose	Inspire operations, and give them the tools and knowledge to enhance their visitor's experience within their own operations in Northern Ontario. <i>Note: Focused on the operations themselves, not the community context.</i>
Learning Objectives	This training is designed to: <ul style="list-style-type: none"> <li>• Understand the concept and benefits of experiential travel.</li> <li>• Demonstrate how to raise the bar on visitor value, within an operation and through collaborating with other operations in their community or along a thematic route.</li> <li>• Understand the 'gold standard' for experiential travel as recognized by the Ontario and Canadian Signature Experience programs.</li> <li>• Appreciate the shifts that can be made to enhance existing products to shift them to an experience through an increased understanding of what travellers are seeking.</li> <li>• Partner with other operations to create new visitor that responds to emerging travellers' demands.</li> </ul>
Desired Outcomes	As a result of this learning experience, operators will be able to: <ul style="list-style-type: none"> <li>• Determine if experiential travel has value to their operation.</li> <li>• Know the difference between a tourism product and an experience.</li> <li>• Reflect on two lived experiences to demonstrate the principles.</li> <li>• Depart with a vision for new experiential tourism offers that raise the base on visitor engagement, and generates new benefits for guests and operations.</li> <li>• Create a community of 'like-minded' operations who can continue to network and share ideas post-course.</li> </ul>
Audience	Operators; any Business to Consumer (B2C) operation that receives visitors including profit, not-for-profit or government tourism operations such as parks and historic sites.
Learning Method	Group learning
Time Commitment	2-day workshop followed by personalized 1:1 coaching
Fulfills Development Priorities	✓ Igniting innovation ✓ Building Great Visitor Experiences ✓ Creating Vibrant Tourism Communities ✓ Investing in Tourism
<b>Development &amp; Delivery</b>	
Bilingual Availability?	Yes, could be offered bilingually if there is demand and if a skilled bilingual experiential expert can be secured; alternatively can be offered in English with French language support.
Delivery Mode	✓ Experiential education ✓ Blended learning (face-to-face and online)

Development Required:	Custom workshop development for Northern Ontario is required in year 1 of TEN; a suggested framework follows.
Delivery Resources Required	Space for workshop; coordination and funds for meals/hospitality breaks, experience providers and any props/equipment/supplies they need, coaching.
Educational lead(s)	<ul style="list-style-type: none"> <li>√ Content expert</li> <li>√ Trainer</li> <li>√ Experience Providers</li> </ul>
HR: Support Needs	Marketing, registration, participant communications, program logistics.
Technical	Online learning platform with face-to-face interactive capabilities (not just showing presentations).
Marketing	Online promotion of the program through TEN, MNDM Tourism Advisors, FedNor staff, DMO newsletters and networks.
Additional Learning Opportunities/Next Steps	Personal coaching with the businesses to get new experiential product to market.
<b>Financial</b>	
Investment Needed	<ul style="list-style-type: none"> <li>√ Start/up development costs for the core curriculum, estimated at \$20,000.</li> <li>√ Delivery costs estimated at \$52,000 per course for 12 participants, using a two-facilitator model.</li> <li>√ Reinvestment costs to ensure the curriculum remains leading edge.</li> <li>√ Coaching and measuring results.</li> </ul>
Participant Subsidy/ Incentive	√ Yes, to motivate timely application of learning to get new experiences to market.
Participant Fees	√ Yes, to be determined as detailed program is developed and pilot completed.
Potential Investment Partners	√ FedNor, TNO, EE, Parks Canada, CFDC, Economic development, OTMPC, MTCS, NOHFC, Local communities, industry associations,
<b>Celebrating Success</b>	
Metrics	<ul style="list-style-type: none"> <li>• # of new experiences to market</li> <li>• Range of type of new experiences and locations offered in</li> </ul>
Inspired by	Edge of the Wedge Experiential Travel Training offered by GMIST (2004 – present) Cutting Edge experiential travel training offered by Travel Manitoba (2011 – 2013) SHIFT experiential travel training offered by Travel Alberta (2014 – present) Many smaller programs/workshops offered across the country by many trainers.

**EXPERIENTIAL TRAVEL TRAINING FOR OPERATORS**  
**FRAMEWORK FOR CUSTOM WORKSHOP DEVELOPMENT FOR NORTHERN ONTARIO**  
*(supplementary to details presented in previous template)*

- Workshop Goals:
  - to develop new experiences or to enhance existing experiences that support strategic product development priorities of region; and
  - to get these new/enhanced experiences into market in a timely manner.
- Suggested two-day workshop for 12 participants, with customized post-workshop coaching/mentoring component.
- Curriculum to include relevant TEN solutions.
- Each two-day workshop, planned around a strategic priority defined by geographic area or by type of operation such as fishing lodges or adventure outfitters for example, will require some degree of customization by the successful proponent(s).
- Training must include participation in local experiences.
- Use of mixed media/approaches is encouraged that may include webinars, workbooks, checklists, videos, etc.
- Use of incentives relevant to participants developed in partnership with TEN and sponsoring organization(s) to promote application of learning and introduction of experiences within desired time frame.
- Costing to include all on-site hosting needs including venues, ground transportation, meals, full payment for locally supplied experiences/speakers.

## 7.5 BEST PRACTICES MISSIONS

<b>BEST PRACTICES MISSIONS (BPM): ABOUT THIS SOLUTION</b>	
Purpose	A BPM provides tourism planners and operators with first-hand industry knowledge and access to leading edge company on select topics that will enhance and grow their business to give them a competitive edge.
Learning Objectives	<p>BPM participants will be able to:</p> <ul style="list-style-type: none"> <li>Engage with tourism industry leaders/owners/operators that exemplify success in the tourism industry in one or more areas of practice.</li> <li>Question and interact with tourism business leaders in ways that allows a two-way exchange of learning.</li> <li>Discover, first hand, the principles of practice in other businesses that are at the foundation of their success and providing them with a competitive edge.</li> <li>Stimulate new ideas, ways to collaborate, and enhance the visitor experience in Northern Ontario within a business and/or between communities.</li> <li>Connect with business owners in other jurisdictions where there may be the opportunity to conduct business together in the future.</li> </ul>
Desired Outcomes:	<p>Participants will depart with:</p> <ul style="list-style-type: none"> <li>Knowledge, ideas and tactics on where to take action and target changes to their business.</li> <li>Ideas on where to focus new investment (financial, human, technical), innovation, and business practices.</li> <li>A network of business colleagues with shared interests and ability to collaborate or connect in the future for support and/or partnerships.</li> </ul>
Audience	Operators, enablers or communities/destinations
Learning Method	√ Group learning (mobile, small group learning opportunity that visits multiple sites and operations)
Time Commitment	3 to 5 days in length, plus travel.
Fulfills Development Priorities	<p>Depending on the content focus of the mission it may contribute to one or more of TEN's development priorities.</p> <ul style="list-style-type: none"> <li>√ Improving and enhancing operator quality</li> <li>√ Igniting innovation</li> <li>√ Building Great Visitor Experiences</li> <li>√ Creating Vibrant Tourism Communities</li> <li>√ Investing in Tourism</li> </ul>
<b>Development &amp; Delivery</b>	
Bilingual Availability?	√ Yes, can be set up within a Francophone community as required , led by a Francophone leader with subject area expertise.
Delivery Mode	<ul style="list-style-type: none"> <li>√ Experiential education</li> <li>√ Face-to-face training</li> </ul>

Development Required	<ul style="list-style-type: none"> <li>√ Administrative: Defining the parameters of the BPM, the topics, scheduling, evaluation, selection criteria, developing the evaluation, core program documents, etc.</li> <li>√ Securing core funding partners, and those that would come to the table depending on the focus of the mission.</li> <li>√ Contacting BPM leads to develop the mission, secure the companies involved, and be the educational lead in the field.</li> </ul>
Delivery Resources Required	<ul style="list-style-type: none"> <li>√ Program administration and marketing</li> <li>√ Review committee and process for selecting candidates</li> <li>√ Professional services of BPM leads</li> <li>√ Mission delivery expenses – fees for host activities, meals, hospitality, accommodation, transportation.</li> </ul>
Educational lead(s)	<ul style="list-style-type: none"> <li>√ Content expert</li> <li>√ Resource specialist</li> <li>√ Facilitator</li> </ul>
HR: Support Needs	<ul style="list-style-type: none"> <li>√ Manage the overall program requirements</li> </ul>
Technical	<ul style="list-style-type: none"> <li>√ On 'as needed basis' depending on the type of BPM.</li> </ul>
Marketing	<ul style="list-style-type: none"> <li>√ Advertise through TNO, EE, community/industry organizations, OTMPCC and invitation of ideal businesses who could benefit, and are strategically aligned.</li> </ul>
Additional Learning Opportunities/Next Steps	<p>6 month, 1 year, and 2 year follow-ups to see what actions have been taken, investments made and results achieved.</p>
<b>Financial</b>	
Investment Needed	<ul style="list-style-type: none"> <li>√ Planning (through third-party contractor) and Delivery Costs (facilitation/coaching, travel and on the ground expenses including compensation for host operations) per mission. An average full cost before any participant subsidies, estimated at \$35,000 per BPM.</li> <li>√ Evaluation, post BPM.</li> </ul>
Participant Subsidy/ Incentive	<ul style="list-style-type: none"> <li>√ Yes – a cost-share formula for the program to be developed.</li> </ul>
Participant Fees	<ul style="list-style-type: none"> <li>√ Yes - to be determined as part of cost-sharing formula.</li> </ul>
Potential Investment Partners	<ul style="list-style-type: none"> <li>√ FedNor, TNO, EE, CFDC, OTMPC, MTCS, MNDM, Local communities, industry associations, BIA, Chambers, Economic Development agencies.</li> </ul>
<b>Celebrating Success</b>	
Metrics	<p>Measured by surveys with participants at finish of Mission, 6 months, 1 year and 2 year post-mission to include:</p> <ul style="list-style-type: none"> <li>• % finding mission beneficial to operation</li> <li>• % sharing information learned on mission with colleagues</li> <li>• % of participants noting direct impact on operation or community</li> </ul>
Inspired by	<p>Best Practice Missions run by ACOA and Travel Manitoba</p>

## 7.6 FAST TRACK TO SUCCESS

FAST TRACK TO SUCCESS: ABOUT THIS SOLUTION	
Purpose	One-day business improvement program where operators engage with a TEN-qualified tourism specialist to assess their level of market-readiness.
Learning Objectives	The objectives of FTS for the operator are to. <ul style="list-style-type: none"> <li>• Obtain independent and objective advice from a tourism consultant (mentor) on market readiness improvements at the operator's place of business;</li> <li>• Improve the visitor experience in a manner that is specific to the operation;</li> <li>• Receive hands on mentoring specific to operator's place of business</li> </ul>
Desired Outcomes	At the end of FTS, the operator will have high level: <ul style="list-style-type: none"> <li>• Customized and immediate product/experience recommendations (within 24 hours and beyond) arising from one-on-one consultations.</li> <li>• Market-readiness advice from an independent expert.</li> <li>• Concise report with suggestions for improvements and benchmarking specific their own operation.</li> </ul>
Audience	Operators; must complete <i>Ten Essentials of Successful Travel Products/Experiences</i> and <i>Visitor Appeal Assessment Tool</i> as pre-requisite.
Learning Method	√ Personalized coaching
Time Commitment	For operators: 6 hours (2 half days: afternoon & morning of next day).
Fulfills Development Priorities	√ Improving and enhancing operator quality √ Igniting innovation √ Building Great Visitor Experiences
Development & Delivery	
Bilingual Availability?	Can be offered bilingually if a: <ul style="list-style-type: none"> <li>• qualified bilingual mentor can be secured, and</li> <li>• cohort of French-speaking participants (n=5) are identified.</li> </ul>
Development Required	√ Updated, ready to use; tool presented on following pages.
Delivery Resources Required	√ Expert/mentor (1-1.5 days per operator); Travel costs
Educational lead(s)	√ Content expert (mentor) √ Resource specialist
HR: Support Needs	√ Admin person from partner organization to contact participants and (optionally) set up appointments; serve as liaison/contact for the FTS initiative in a particular region/sector
Technical	None required
Marketing	√ Personal selling (by RTOs, ED officers) attempt to get a cohort of 5 operations that will be visited by one specialist, (or other appropriate number) in one area; √ DMO/RTO/Chamber websites and e-mails to databases identifying availability of FTS
Additional Learning Opportunities/Next Steps	2 optional, operator-initiated follow-ups (aftercare) built into FTS, either by e-mail or phone.



<b>Financial</b>	
Investment Needed	✓ Translation of all related materials. ✓ Administrative support as noted above. ✓ Training of FTS-specialists
Participant Subsidy/ Incentive	✓ Heavily subsidized; TEN model and resulting financial profile will be influenced by level of participant fee, travel costs/time (fly-in operations for example) and minimum number per cohort but these may be mitigated by working in partnerships; initial projections include \$4,000 cost per participant before subsidy; coaching time calculated at one and a half days per operator.
Participant Fees	✓ Estimate: \$350-\$500 per operation; to be confirmed after piloted.
Potential Investment Partners	✓ FedNor, TNO, EE, EDCO CFDC, OTMPC, MTCS, MNM, industry associations, NOTO
<b>Celebrating Success</b>	
Metrics	<ul style="list-style-type: none"> <li>• Survey of individual operators “post” mentoring session</li> <li>• Follow-up regarding degree of implementation annually after mentoring (RTO)</li> </ul>
Solution Inspired by	ACOA-Tourism Atlantic

## **Pre-Visit Operator Review: *Fast Track to Success***

To be completed by participants (via e-mail) prior to mentoring session.

**(Please submit a copy of your *TEN Visitor Appeal Assessment* with this document.**

*Insert TEN Website Link)*

**Date:**

**Please provide the following contact information:**

**First Name:**

**Last Name:**

**Business Name:**

**Address 1:**

**Address 2:**

**Municipality:**

**Province:**

**Postal Code:**

**Telephone:**

**Email:**

**Webpage:**

**Business Facebook Page:**

**TripAdvisor Page:**

**Other Social Media Channels (List):**

## Your Priority Areas of Focus:

**Q1. From the items listed below, please rank the top five (5) business priorities that you would like to focus on for your mentoring session with 1 being the most important priority.**

- |   |   |
|---|---|
| ____ Increase sales                                 | ____ Marketing planning                       |
| ____ Increase profitability                         | ____ Improve management processes             |
| ____ Increase productivity                          | ____ Improve quality systems and controls     |
| ____ Improve staff management                       | ____ Partnerships and Collaboration           |
| ____ Succession planning                            | ____ Online marketing                         |
| ____ Make products/experiences/services competitive | ____ Benchmarking and performance measurement |
| ____ Develop new products/experiences/services      | ____ Other (Specify):                         |
| ____ Improve financial management                   | _____   |
| ____ Strategic planning                             | _____   |

**Q2. Please provide some additional information about your top 2-3 priorities to grow/enhance your business in the next 12 months. (Why are they priorities? What, if any, specific mentoring help you would like with each one? What outcomes do you hope to achieve by addressing these priorities?)**

**PRIORITY 1:** \_\_\_\_\_

**Specific help:** \_\_\_\_\_  
\_\_\_\_\_

**Outcome(s) to be achieved:** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

**PRIORITY 2:** \_\_\_\_\_

**Specific help:** \_\_\_\_\_  
\_\_\_\_\_

**Outcome(s) to be achieved:** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

**PRIORITY 3:** \_\_\_\_\_

**Specific help:** \_\_\_\_\_

\_\_\_\_\_

**Outcome(s) to be achieved:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**About your Operation:**

**Q3. Please provide a general description of your Operation and activities.**

**Core offering:**

\_\_\_\_\_

\_\_\_\_\_

**Additional activities:**

\_\_\_\_\_

\_\_\_\_\_

**Q4 How long has the Operation been open (place X beside appropriate box)?**

Less than 1 year

4-7 years

1-3 years

≥ 8 years

**Q5. If you are the business owner, how long have you owned the business?**

Less than 1 year

4-7 years

1-3 years

≥ 8 years

**Q6. What was your total revenue received from all sources for your most recent complete financial year? \$\_\_\_\_\_**

**Q7. What markets do you serve? (Where do they come from? Major demographics?)**

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_

**Q8. Please enter the percentage of your business revenue generated by the following activities.**

Accommodations _____%	General admissions _____%
Food and beverage _____%	Tours/program fees _____%
Retail sales _____%	Corporate events/meetings _____%
Special events _____%	Other (please specify) _____%
	_____

**Q9. How many staff do you employ?**

Permanent full-time _____	Seasonal full-time _____
Permanent part-time _____	Seasonal part-time _____

Thank you.

Please submit this Pre-Visit Operator Review and your *TEN Visitor Appeal Assessment* to \_\_\_\_\_ at (e-mail address) once completed.

## **MENTOR REPORT (POST VISIT) TEMPLATE: *Fast Track to Success***

**Operation Name:**

**Primary Contact and Title:**

Is this the owner/operator?  Yes  No

**Contact information (phone; e-mail):**

**Location:**

**Consultant Name:**

**Date:**

### **AREAS OF FOCUS:**

#### **1. Business Overview**

- Written business plan? Date?
- Capacity (# rooms, seats, ability to handle groups?)
- Operating dates
- Staff levels (#FT/Seasonal)
- Key markets: (how detailed?)
- Customer mix? (geographic, demographic, other?)

•

#### **2. Nature of the Operation**

- Brand
- Positioning (Unique Selling Proposition)
  - Is it clearly stated?
  - Where the Operator wants it to be?
- Theme: Is the theme/storyline reflected throughout the operation?
- Experience(s) provided

#### **3. Overall Physical Site Impressions**

- Accessible from major travel route(s)
- Seamless connections (for fly-in operations for example)
- Curb appeal (Buildings, grounds, entryways)
- On-premise signage
- Interior
- Physical supports for special needs (wheelchairs, walkers etc.)

#### **4. The Overall Visitor Experience**

- What are the main visitor experiences offered by the Operator?
- How can the overall experience be improved? (Operator Perspective? Consultant Perspective?)
- How was the overall experience? -- from searching the web, to arrival to checkout?

#### **5. Investment In Product Development**

Is there evidence of:

- Recent infrastructure investments
- New products/experiences within the past 3 years
- New partnerships created to offer enriched visitor experiences

#### **6. Customer Service**

- Reception/ on-site welcome
- Staff uniforms/nametags (appropriateness of)
- Customer service training
- Customer service evaluation
- Staff rewards
- Overall quality of service
- Value added

#### **7. Packaging and Sales**

- Offers travel packages
- Partnerships
- Sales activity (if Operator willing to divulge)
  - Approx. Volume
  - Approx. Revenues
  - Was the Operation "profitable" during the last year/season?

#### **8. Marketing Materials**

- Directional signage (appropriateness of):
  - To site
  - On-site
- Approximate marketing budget (annual)
- Major marketing method(s) used

**Mentor: Refer to Pre-Visit Operator Review for the following areas to validate:**

- Social media used
- Print materials (e.g. brochures)
- Other paid media/advertising

9. **Web Presence** (reviewed by Consultant prior to visit – from **Visitor perspective**)

- Overall impressions/effectiveness
- Content (Appropriate? Too much? Too little?)
- Transactional capability (i.e. online reservations, sales etc.)
- Interactivity
- Social media links
- Updated photos (Appropriate? Too many? Too few?)
- Video (links)
- Overall look and feel (can the customer easily navigate)
- Other:

10. **Other Emerging Issues**

11. **Operator Identified Issues** (list top 3-4 identified in *Pre-Visit Operator Review* – and suggestions on these)

12. **Summary Comments and Recommendations**

13. **TEN - Operator Tools and Solutions Checklist**

Would the operator benefit from an in-depth look at any of these tools or solutions? Check all that apply.

**Other TEN Tools & Solutions**

- Ten Essentials of Successful Travel Products/ Experiences
- Tourism Best Practices Missions
- Experiential Travel Training – for Operators
- Other? (Be Specific) \_\_\_\_\_



**PARTICIPANT SATISFACTION SURVEY: *Fast Track to Success***

**Thank you for participating in Northern Ontario’s Fast Track to Success training program and for taking the time to complete this questionnaire. The information provided will help us continue to provide quality programming tailored to the needs of our tourism industry.**

Please circle the number that indicates your level of agreement with the following statements: Completely Agree Completely Disagree

- | 1. The tourism consultant/mentor had clearly read the Pre-visit Operator review.          | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|
| 2. The tourism consultant was prepared and aware of my business.                          | 5 | 4 | 3 | 2 | 1 |
| 3. The mentoring session discussion and walk-about was relevant and useful.               | 5 | 4 | 3 | 2 | 1 |
| 4. The follow-up report contained useful suggestions/feedback to improve my organization. | 5 | 4 | 3 | 2 | 1 |
| 5. The amount of time I was asked to invest was reasonable.                               | 5 | 4 | 3 | 2 | 1 |
| 6. The cost of the program was worth the investment.                                      | 5 | 4 | 3 | 2 | 1 |
| 7. The program met my expectations.   | 5 | 4 | 3 | 2 | 1 |
| 8. I am likely to recommend FTS to other operators.                                       | 5 | 4 | 3 | 2 | 1 |
| 9. What did you like BEST about your experience in the Fast Track to Success Program?     |   |   |   |   |   |
| 10. What did you like LEAST about your experience in the Fast Track to Success Program?   |   |   |   |   |   |
| 11. If the FTS needs improvements, what are your suggestions?                             |   |   |   |   |   |

## 7.7 TEN ESSENTIALS OF SUCCESSFUL TOURING ROUTES

<b>TEN ESSENTIALS OF SUCCESSFUL TOURING ROUTES: ABOUT THIS SOLUTION</b>	
Purpose	Subjectively measures the quality of individual visitor experiences along a touring route designed to appeal to one or more types of visitors, using a checklist of 10 key integrated factors to help with the development of a successful touring route.
Learning Objectives	The objectives of this tool are to: <ul style="list-style-type: none"> <li>• Expose route proponents to a critical checklist of elements that contribute to a successful touring route.</li> <li>• Obtain an objective assessment of the route by one (or more) third party(ies).</li> </ul>
Desired Outcomes	As a result of using this tool, participants will: <ul style="list-style-type: none"> <li>• Guide the development and/or evaluation of new touring routes</li> <li>• Identify strengths and enhancements to existing touring routes.</li> <li>• Set benchmarks for ongoing evaluation (yearly) of their product/experience.</li> </ul>
Audience	Communities/destinations
Learning Method	√ Self-Assessment
Time Commitment	Estimate – 20 min for the review of each route component; 2 hours or more depending on the length and diversity of the offer to assess all elements along route
Fulfills Development Priorities	√ Improving and enhancing route experience quality (and, by definition, product quality) √ Igniting innovation
<b>Development &amp; Delivery</b>	
Bilingual Availability?	√ Yes
Delivery Mode	√ Online download
Development Required	√ Updated, translated, ready to use; tool presented on following pages.
Delivery Resources Required	√ Dedicated TEN web portal to house links to the tool
Educational lead(s)	√ None
HR: Support Needs	None required.
Technical	None required
Marketing	√ Word of Mouth; website promotion by partners and stakeholders.
Additional Learning Opportunities/Next Steps	Experiential Development for Destinations

<b>Financial</b>	
Investment Needed	Website posting
Participant Subsidy/ Incentive	None required
Participant Fees:	Free
Potential Investment Partners	None required
<b>Celebrating Success</b>	
Metrics	<ul style="list-style-type: none"> <li>• Downloads of tool</li> <li>• Follow-up survey three-months later to what developments/improvements occurred</li> <li>• Possibly re-use of tool one year later to assess impact on the trail/route creation/enhancements.</li> <li>• # of people who downloaded the tool and were inspired to engage in another TEN training solution</li> </ul>
Inspired by	Adapted from Forerunner Creative and Tourism Strategies Ltd., ACOA VISIT Program (2009).

TEN ESSENTIALS OF SUCCESSFUL TOURING ROUTES				
(Adapted from ForeRunner Creative and Tourism Strategies Ltd.)				
For analysis of scenic touring routes or corridors. This tool is intended to provide indicators toward tourism market readiness.				
Subject Route/Corridor:				
Evaluation Performed by:				
Date of Benchmark Evaluation:				
The "Essential"	Exceeds	Meets	Lacks	Rationale
<b>1. Compelling Theme/Story</b> Weaves a theme or story that connects visitors to the people, places and culture involving multiple venues and/or communities. It's the foundation for a harmonized, memorable, experience that is unique, responds to demand and delivers on the regional brand promise.				
<b>2. Authentic</b> Features access to local people, stories and/or culture and a sense of place.				
<b>3. Emotional Trigger</b> Creates a series of emotional responses from visitors and hosts.				
<b>4. Access</b> Ease of access to: a) product information, b) itinerary/route map, c) site location, d) mobility at the site, and e) throughout the journey.				
<b>5. Educational</b> Opportunities to discover and learn that builds and complements (not duplicates) each site along the route. Visitors should discover and learn something new en route.				
<b>6. Enriching/Entertaining</b> Delights and engages visitors through personally relevant activities, locations and interactions along the route.				
<b>7. Hands-on/Interactive</b> Provides opportunities for interactions between guests and hosts, allowing time to enjoy, connect, and participate.				
<b>8. Element of Surprise</b> Experience incorporates the unexpected; evokes a response.				
<b>9. Value-Added</b> Provides unique value that commands a higher price point, reason to stay longer, detour to discover more and find experiences not on your average tourist map!				
<b>10. Exceeds Expectations</b> Leaves guests 'WOW'ed' by receiving more than they anticipated.				
the Tourism Company, Tourism Café Canada, Tourism Synergy, 2015				

DIX ÉLÉMENTS ESSENTIELS À LA RÉUSSITE DU TOURISME ITINÉRANT				
(Adapté à partir de "ForeRunner Creative, ACOA VISIT")				
Pour l'analyse des routes et des corridors du tourisme d'itinérance. Cet outil sert à donner des indications quant à l'état de préparation au marché du tourisme.				
Route/corridor visé(e):				
Évaluation effectuée par:				
Date de mise en œuvre des indices de références:				
Éléments essentiels	Dépasse	Atteint	N'atteint pas	Justification
1. <b>Thème/histoire convaincant(e)</b> Tisse une histoire ou un thème qui lie le visiteur aux habitants, aux endroits et aux cultures. Est à la base d'une expérience unique, mémorable et harmonisée, qui répond aux intérêts du visiteur et qui respecte la marque distinctive de l'opérateur.				
2. <b>Authenticité</b> Met en valeur l'accès aux habitants, aux histoires et/ou à la culture ainsi qu'à un sentiment d'identité.				
3. <b>Déclencheur d'émotions</b> L'expérience suscite une série d'émotions de la part du visiteur et des hôtes.				
4. <b>Accès</b> Facilité d'accès: a) à l'information du produit, b) à l'achat, c) au site, d) à la mobilité sur le site, et e) au cours de l'expérience.				
5. <b>Aspect éducatif</b> Offre la possibilité de découvrir et d'apprendre afin de mettre à profit et de compléter (et non pas dupliquer) chaque site en cours de route. Le visiteur devrait apprendre du nouveau en cours de route.				
6. <b>Enrichissement/divertissement</b> Réjouit et engage le visiteur par l'entremise des lieux, des interactions ainsi que par des activités personnalisées et pertinentes en cours de route.				
7. <b>Aspect pratique/interactif</b> Crée des opportunités pour des interventions entre le visiteur, les hôtes et les communautés, offrant ainsi la possibilité d'apprécier, de participer et de tisser des liens.				
8. <b>Élément de surprise</b> Incorpore l'inattendue.				
9. <b>Valeur ajoutée</b> L'expérience fournit une valeur unique qui donne l'envie de prolongé son séjour, de faire un détour afin de vivre des expériences exceptionnelles et de découvrir des choses qu'on ne trouve pas sur une carte touristique.				
10. <b>Surpasse les attentes</b> Les attentes sont excédées et le visiteur est ébahi.				
the Tourism Company, Tourism Café Canada, Tourism Synergy, 2015				

## 7.8 COMMUNITY TOURISM ASSESSMENT INDEX

<b>COMMUNITY TOURISM ASSESSMENT INDEX: ABOUT THIS SOLUTION</b>	
Purpose	Assessment tool used to determine the level of readiness and potential of a community to undertake tourism development.
Learning Objectives	After using this tool, participants will: <ul style="list-style-type: none"> <li>• Have an understanding of their community tourism assets, capacity and current ability to undertake tourism development.</li> <li>• Understand their community strengths and weaknesses and areas to target tourism development investments.</li> </ul>
Desired Outcomes	As a result of using this tool, community stakeholders will: <ul style="list-style-type: none"> <li>• Identify and benchmark key areas of improvement for the community to become a sustainable tourism destination.</li> <li>• Plan more effectively using the tool results as a guide.</li> <li>• Base decisions based on insights garnered from assessment.</li> </ul>
Audience	Communities/destinations
Learning Method	√ Self-assessment - Online download or viewing opportunity (with several community members and independent assessor) to fill out tool and score
Time Commitment	Estimate – 30 -45 minutes
Fulfills Development Priorities	√ Igniting innovation √ Creating Vibrant Tourism Communities √ Investing in Tourism
<b>Development &amp; Delivery</b>	
Bilingual Availability?	√ Yes; tool requires translation.
Development Required:	New tool developed; ready to use; tool presented in following pages.
Delivery Resources Required	√ Dedicated TEN web portal to house links to the tool
Educational lead(s)	√ Self administered.
HR: Support Needs	None
Technical	√ Dedicated TEN web portal to house links to the tool
Marketing	√ RTO's, DMOs, ED offices etc. word of mouth, website link and e-mail to their respective databases.
Additional Learning Opportunities/Next Steps	Experiential for Communities and/or Best Practices may follow depending on the need, potential identified (and connection with ED or other office).

<b>Financial</b>	
Investment Needed	One-time investment for French Translation.
Participant Subsidy/ Incentive	None-required
Participant Fees	Free
Potential Investment Partners	√ FedNor, TNO, EE, Local communities, industry associations, BIA, Chambers, Economic Development Agencies
<b>Celebrating Success</b>	
Metrics	# that use tool annually to benchmark and assess movement forward.
Inspired by	ACOA-Tourism Atlantic, Pinfold-Gardiner and several University templates.

COMMUNITY TOURISM ASSESSMENT INDEX									
COMMUNITY TOURISM SNAPSHOT									
1	Name of Community:								
2	Population:								
3	Main Industry(ies):								
4	Visitors: Estimated number per year								
5	Peak season: Main months of visits								
6	Attractions: Approximate number	# Natural:	# Cultural:	# Other Man-made:					
7	Accommodations: Approximate number of units/sites/rooms	# Fixed Roof Units:	# Campground Sites:	# Alternative Rooms (Couch surfing; Air BnB):					
8	Restaurants/Eating Establishments: Approximate number (Mix of fine dining, casual, fast food?)								
9	Other Tourism Infrastructure: (e.g. Visitor Information Centre, Meeting Spaces, Arenas, Other)								
10	Top 2 Reasons for Wanting to Develop Tourism				1	2			
SECTION 1: CURRENT COMMUNITY BASELINE SITUATION									
A	TOURISM ASSETS	Quality	Authenticity	Uniqueness/ Significance	Generates Demand	Activities	Engagement	Highest Possible Score	COMMUNITY SCORE
		2=Outstanding 1=Average; 0=Poor/ Below Average	2=Outstanding 1=Average; 0=Poor/ Below Average	2=Nat, Int'l; 1=Prov/Reg; .5=Local	2=Multi Prov/Nat; 1=Ontario, Regional; .5= Local	2=Lots of Activity Options; 1=Some; 0=None	2 = highly interactive; 1 = some opportunities to connect; 0 = None		
A-1	Natural Attributes/Attractions Possible Scores	0-2	0-2	0-2	0-2	0-2	0-2	12	
	Includes outdoor activities, natural areas with strong features or scenic beauty and include natural landscapes/rivers/lakes, landforms and topography, sculptural effects, special outcrop features, flora, fauna, water areas and waterlife.								
A-2	Cultural Attributes/Attractions Possible Scores	0-2	0-2	0-2	0-2	0-2	0-2	12	
	Includes culture, entertainment and heritage offerings including archaeological, historic and cultural resources such as: attractions related to the cultural heritage of the built environment; attractions related to other aspects of cultural heritage such as dance, music, folklore, festivals, and craft villages; attractions related to traditional and modern economic activities and rural landscapes and lifestyles.								
A-3	Man-Made or Special Attributes/Attractions Possible Scores	0-2	0-2	0-2	0-2	0-2	0-2	12	
	Includes larger events, experiences offered and man-made or special types of attractions such as botanical gardens, monuments, destination resorts, sports facilities, casinos, entertainment, and public buildings.								
A-4	Seasonality. Tourism Attractions/Services are well used Year Round (4=High Use, Year Round; 3=High Use peak season; 2=Avg. use peak season; 1=Very low use (even in season)							4	
	Whether existing tourism attractions are currently under-used or over-used.								
	<b>Subtotal</b>							40	
B	COMMUNITY SUPPORT, LEADERSHIP and COOPERATION (10=Outstanding; 8=Good; 6=Acceptable; 4=Below Average; 2=Poor/Needs Improvement; 0=None)	Comments						Highest Possible Score	COMMUNITY SCORE
B-1	Community Support/Involvement							10	
	The degree of local support for tourism development, participation, readiness and involvement of key stakeholders in local tourism initiatives.								
B-2	Leadership							10	
	Whether there is an organization with prime responsibility for promotion/ development of tourism & local leadership has been mobilized.								
B-3	Cooperation							10	
	Degree of cooperation among community on various projects.								
	<b>Subtotal</b>							30	0



C	<b>TOURISM PLANNING and MANAGEMENT</b> (10=Outstanding; 8=Good; 6=Acceptable; 4=Below Average; 2=Poor/Needs Improvement; 0=None)	Comments	Highest Possible Score	COMMUNITY SCORE
C-1	<b>Tourism Inventory &amp; Categorization</b>		10	
	Tourism assets and services have been inventoried & categorized on a list.			
C-2	<b>Tourism Strategy or Plan (written)</b>		10	
	The community's recognition of tourism objectives in a long-term tourism plan, or regional destination development plan or strategy.			
C-3	<b>Land Use</b>		10	
	Whether there is evidence of good land use planning (no unsightly, over-developed or poorly designed development), human use impact is attended to.			
C-4	<b>Tourism Development Suitability</b>		10	
	Whether the environment is suitable to tourism development (tourism would not negatively impact the social or environment/natural habitats).			
C-5	<b>Private Sector Investment</b> (4= high level of sustained investment across many sectors; 3=many examples with some scope; 2= some examples limited scope; 1= few examples; 0= no investment)		4	
	Potential exists for private sector investment for tourism development (develop new products or enhance existing ones).			
C-6	<b>Not for Profit Investment</b> (3=many examples; 2= some examples; 1= few examples; 0= no investment)		3	
	Existing or potential not-for-profit investment towards developing tourism.			
C-7	<b>Government Investment</b> (3=many examples; 2= some examples; 1= few examples; 0= no investment)		3	
	Existing or potential government investment towards developing tourism.			
	<b>Subtotal</b>		50	
D	<b>SUPPORTING COMMUNITY ATTRIBUTES</b>	Comments	Highest Possible Score	COMMUNITY SCORE
D-1	<b>Existing Tourism Services</b> (10=Outstanding; 8=Good; 6=Acceptable; 4=Below Average; 2=Poor/Needs Improvement; 0=None)		10	
	Tourism services that make it possible for tourists to live/stay temporarily in the community (accommodations, restaurants, tourist information, recreational amenities, clustering, critical mass)			
D-2	<b>Geography/Transportation Access</b> ( 5=Outstanding; 4=Good; 3=Acceptable; 2=Below Average; 1=Poor/Needs Improvement; 0=None)		5	
	The adequacy of transportation facilities to provide efficient access to get to, and around, the region and convenient travel within the area.			
D-3	<b>Favourable Market Image</b> (5=Outstanding; 4=Good; 3=Acceptable; 2=Below Average; 1=Poor/Needs Improvement; 0=None)		5	
	The overall appeal and uniqueness of the area, the identity and image of the destination and touring scenic routes.			
D-4	<b>Available Work Force</b> (5=Outstanding; 4=Good; 3=Acceptable; 2=Below Average; 1=Poor/Needs Improvement; 0=None)		5	
	The availability of a qualified labour force to work in tourism.			
	<b>Subtotal</b>		25	
	<b>Subtotal for Section 1</b>		145	
<b>SECTION 2: Sustainable Tourism Practices (1-5 Scale: 5=Outstanding; 4=Good; 3=Acceptable; 2=Below Average; 1=Poor/Needs Improvement; 0=Nonexistent)</b>				
E	<b>ENVIRONMENTAL PRACTICES</b>	Comments	Highest Possible Score	COMMUNITY SCORE
E-1	<b>Resource Carrying Capacity</b>		5	
	The community has ensured that increased use of the natural, cultural or man-made attributes/attractions does not significantly detract from the appeal of the resources.			
E-2	<b>Conservation of Natural/Cultural Resources</b>		5	
	The community's level of awareness of the need to protect natural and cultural resources in tourist areas and the sustainable use of these resources.			
E-3	<b>Environmentally Responsible Practices and Design Criteria</b>		5	
	The community's use of environmentally responsible practices (energy/water conservation, waste minimization, use of alternative technologies, etc.) and use of design criteria to ensure tourism development is in harmony with natural surroundings.			
	<b>Subtotal</b>		15	

F. SOCIAL PRACTICES		Comments	Highest Possible Score	COMMUNITY SCORE
<b>F-1</b>	<b>Social Carrying Capacity</b>		5	
	The community's commitment to support more tourism, ensure that the form and scale of tourism is appropriate for the community and a willingness to apply visitor control measures to prevent overcrowding where necessary.			
<b>F-2</b>	<b>Respect for Culture and Traditional Architectural Design</b>		5	
	The community's demonstrated respect for local cultural values and tradition and use of architectural styles and design elements in existing tourism development.			
<b>F-3</b>	<b>Improvement of Quality of Life of Community</b>		5	
	The community has ensured that existing tourism development improved the quality of life for the community (promotes local lifestyles, is consistent with community values or enhanced enjoyment of local environment by residents.)			
<b>F-4</b>	<b>Visitor Experience</b>		5	
	The degree to which visitors feel a sense of welcome, the community wants visitors, has/creates ways to engage with the locals.			
<b>Subtotal</b>			<b>20</b>	<b>0</b>
G. ECONOMIC PRACTICES		Comments	Highest Possible Score	COMMUNITY SCORE
<b>G-1</b>	<b>Economic Carrying Capacity</b>		5	
	The community has ensured that existing tourism development is consistent with the existing labour force, uses goods and services offered by local businesses and does not exceed existing infrastructure capacity.			
<b>G-2</b>	<b>Fiscal Capacity</b>		5	
	The community has demonstrated that it has financial resources available to maintain existing and potential tourism development in a sustainable way.			
<b>G-3</b>	<b>Support for Local Entrepreneurial Tourism Development/ Partnerships</b>		5	
	The community provides support for local entrepreneurial tourism development such as business training and assistance, opportunities for local residents to control and manage tourism resources, and encourages partnerships between tourism stakeholders.			
<b>G-4</b>	<b>Employment Opportunities, Training and Practices</b>		5	
	The community encourages existing tourism businesses to employ local residents, offer adequate and affordable training opportunities geared to industry needs and adopt good employment practices.			
<b>Subtotal</b>			<b>20</b>	
<b>Subtotal for Section 2</b>			<b>55</b>	
TOTALS				
Section 1: CURRENT COMMUNITY BASELINE SITUATION				Scores
				Max. COMMUNITY SCORE
	A. TOURISM ASSETS			40
	B. COMMUNITY SUPPORT, LEADERSHIP, COOPERATION			30
	C. TOURISM PLANNING AND MANAGEMENT			50
	D. SUPPORTING COMMUNITY ATTRIBUTES			25
	<b>Subtotal Community Baseline Situation</b>			<b>145</b>
Section 2: SUSTAINABLE TOURISM PRACTICES				
	E. ENVIRONMENTAL PRACTICES			15
	F. SOCIAL PRACTICES			20
	G. ECONOMIC PRACTICES			20
	<b>Subtotal Sustainable Tourism Practices</b>			<b>55</b>
<b>Overall Total (Sections 1 and 2)</b>			<b>200</b>	

Community has the capacity for tourism development. 120+  
 Community may have capacity for tourism development but there are opportunities for improvement. 80 - 119  
 Community is not suitable for tourism development at this time. < 80

<sup>the</sup> Tourism Company, Tourism Café Canada, Tourism Synergy 2015

## 7.9 ENHANCING THE VISITOR EXPERIENCE FOR OPERATORS WITHIN THEIR COMMUNITY

ENHANCING THE VISITOR EXPERIENCE FOR OPERATORS WITHIN THEIR COMMUNITY: ABOUT THIS SOLUTION	
Purpose	<p>3.25 day experiential-travel workshop aimed at building community-based understanding for the potential of experiential travel and how operators and enablers can work together to enhance the visitor appeal of their community while driving new benefits to operators.</p> <p><i>Note: Focused on the operator/visitor experience within the operation and community.</i></p>
Learning Objectives	<ul style="list-style-type: none"> <li>• Expose communities/destinations to experiential tourism development concepts including the benefits, rationale, challenges, and role of community champions.</li> <li>• Learn the steps involved in developing experiences and/or enhancing the visitor experience that is tailored to their needs.</li> <li>• Identify “next steps” and timeline for moving forward.</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Community operations and enablers collaborate on tourism development that leads to new ways or working together, driven by developing around the visitor experience.</li> <li>• A legacy of 3 or 4 new tourism experiences which are built into the training itself.</li> <li>• Participants depart with a focus on what individual operations and the community will work together on to get new products to market.</li> </ul>
Audience	Communities/destinations/operations that benefit from tourists; enablers.
Learning Method	√ Group Learning using workshop followed up by post-workshop coaching/mentoring
Time Commitment	3.25 days on the part of “tourism stakeholders” at the community/destination. The benefit of the intense time together is to build a team with a common understanding that will be coached and continue to work together after the training.
Fulfills Development Priorities	<ul style="list-style-type: none"> <li>√ Igniting innovation</li> <li>√ Building Great Visitor Experiences</li> <li>√ Creating Vibrant Tourism Communities</li> <li>√ Investing in Tourism</li> </ul>

<b>Development &amp; Delivery</b>	
Bilingual Availability?	Yes, could be offered bilingually if there is demand and if a skilled bilingual experiential expert can be secured; alternatively can be offered in English with French language support.
Development Required	Custom program development for Northern Ontario is required in year 1 of TEN; a suggested framework follows
Delivery Resources Required	Space for workshop; coordination and funds for meals/hospitality breaks, experience providers and any props/equipment/supplies they need, coaching
Educational lead(s)	<ul style="list-style-type: none"> <li>✓ Content expert</li> <li>✓ Resource specialist</li> <li>✓ Trainer</li> <li>✓ Experience Providers</li> </ul>
HR: Support Needs	✓ Registration, processing fees, coordination
Technical	✓ Audio visual support on-site.
Marketing	✓ Communities suggested by RTOs, FedNor, MNDM Field staff.; advertising on TEN dedicated website
Additional Learning Opportunities/Next	✓ Personalized coaching
<b>Financial</b>	
Investment Needed	<ul style="list-style-type: none"> <li>✓ Start/up costs for development of core curriculum, estimated at \$20,000</li> <li>✓ Delivery Costs, estimated at \$82,000 per one 24-participant workshop led by 2 facilitators, including experience provider coaching and post program mentoring.</li> </ul>
Participant Subsidy/ Incentive	✓ Yes for private and not-for-profit operators within the community, or some type of community incentive if learning is implemented within a year or two.
Participant Fees	✓ Yes
Potential Investment Partners	✓ FedNor, TNO, EE, CFDC, OTMPC, MTCS, MNDM, Local communities, BIA, Chambers, Ec Dev
<b>Celebrating Success</b>	
Metrics	One year post activity; number of new experiences offered – and annually thereafter, degree of community collaboration that continues.
Inspired by	<ul style="list-style-type: none"> <li>Edge of the Wedge Experiential Travel Training offered by GMIST (2004 – present)</li> <li>Cutting Edge experiential travel training offered by Travel Manitoba (2011 – 2013)</li> <li>SHiFT experiential travel training offered by Travel Alberta (2014 – present)</li> </ul>

**ENHANCING THE VISITOR EXPERIENCE FOR OPERATORS WITHIN COMMUNITIES  
FRAMEWORK FOR CUSTOM WORKSHOP DEVELOPMENT FOR NORTHERN ONTARIO**  
*(supplementary to details presented in previous template)*

- Suggested three-day workshop for 24 participants per training experience.
- Post-workshop coaching/mentoring component as appropriate.
- Curriculum to include relevant TEN solutions.
- Training must include participation in local experiences.
- Use of mixed media/approaches is encouraged that may include webinars, workbooks, checklists, videos, etc.
- Use of incentives relevant to participants, developed in partnership with TEN and sponsoring organization(s) to promote application of learning and introduction of experiences within desired time frame.
- Costing to include all on-site hosting needs including venues, ground transportation, meals, full payment for locally supplied experiences/speakers.

## 7.10 TEN ORIENTATION PROGRAM FOR TOURISM ENABLERS

<b>TEN ORIENTATION PROGRAM FOR ENABLERS : ABOUT THIS SOLUTION</b>	
Purpose	To educate and empower enablers to use TEN solutions effectively with their stakeholders.
Learning Objectives:	This workshop will: <ul style="list-style-type: none"> <li>• Introduce the array of training solutions available to enablers to encourage their use with their members, clients and stakeholders.</li> <li>• Expose enablers to other jurisdictions and practices that they can take back to their day-to-day responsibilities.</li> <li>• Link enablers to current tourism strategies and priorities.</li> </ul>
Desired Outcomes	After attending a TEN orientation workshop Enablers: <ul style="list-style-type: none"> <li>• Can respond to queries about TEN solutions, direct industry to the ones most relevant to their needs and connect their constituents to TEN Group Learning and Personalized Coaching.</li> <li>• Can use self-assessment tools, where appropriate, with clients/members.</li> </ul>
Audience	Enablers
Learning Method	Group Learning (workshop)
Time Commitment	2 days plus travel
Fulfills Development Priorities	√ Investing in Tourism
<b>Development &amp; Delivery</b>	
Bilingual Availability?	√ Yes, with advance planning and ability to secure a Francophone facilitator; alternatively can be offered in English with French language support.
Delivery Mode:	√ Experiential education √ Face-to-face training
Development Required	√ Detailed planning and logistics for each workshop. √ Writing and production of participant workbook containing background research as well as all TEN tools and solutions.
Delivery Resources Required	√ Space for workshop (accommodation and learning); coordination and funds for meals/hospitality breaks, experience providers and any props/equipment/supplies they need.
Educational lead(s)	√ Facilitator(s) √ Experience Provider(s)
HR: Support Needs	√ Solicitation of suitable participants.
Technical	√ Audio-visual needs on site.
Marketing	√ Most appropriate participants identified by host organizations.
Additional Learning Opportunities/Next Steps	√ Specialists available to coach and mentor on as need basis to assist enablers.

<b>Financial</b>	
Investment Needed	<ul style="list-style-type: none"> <li>√ Detailed workshop itinerary per location</li> <li>√ Translation of material as required.</li> </ul>
Participant Subsidy/ Incentive	√ Yes, by sponsoring organization.
Participant Fees	√ No
Potential Investment Partners	√ FedNor, TNO, EE, EDCO, CFDCs
<b>Celebrating Success</b>	
Metrics	<ul style="list-style-type: none"> <li>• Survey upon completion of course to measure effectiveness.</li> <li>• Number of tools used by enablers, as well as geographic and sector diversity.</li> <li>• Surveys distributed 6 months and 1 year after initial TEN Orientation program.</li> </ul>
Inspired by	ACOA Vision in Steering Intelligent Tourism (VISIT)

## 8 APPENDIX B: SAMPLES OF 'OTHER SOLUTIONS' TO BE PROFILED ON DEDICATED WEB PORTAL



## 8.1 ONTARIO TOURISM EDUCATION CORPORATION (OTEC)

OTEC is the premier source for customer service strategy, standards, leadership development and training (in-person, online and custom) for a variety of sectors including hospitality, healthcare, retail, transportation, finance, law enforcement, education and other service-oriented industries. Their training is focused in five key areas:

- Service Excellence;
- Service Excellence Series;
- Leadership Excellence Series;
- Sales Excellence Series; and
- Diversity Excellence Series.

Courses range in length from 3.5 to 7 hrs, up to two full days. Prices are available on request, with their exception of their Service Excellence' course listed online at \$229.

## 8.2 WORLD HOST (BC)

WorldHost Training Services was first launched as SuperHost® in 1985 and prior to the 2010 Olympics was rebranded. It is now customer service excellence standard in B.C. and many international destinations. Recognized for their relevant, affordable training solutions for front-line staff and managers, WorldHost now offers five online programs, all of which could be of value to the tourism industry in Northern Ontario.

- Communication Tools for the Service Professional (2 – 3 hours, \$65 + tax);
- Service Across Cultures (3 - 5 hours, \$65 + tax);
- Remarkable Service in the Age of Social Media – Front Line Staff (2 – 3 hours, \$65 + tax);
- Remarkable Service in the Age of Social Media – Social Media Administrators (2 – 3 hours, \$65 + tax); and
- Customers with Disabilities (3 - 5 hours, \$65 + tax).

Their growing e-learning solutions appeal to people who prefer to complete training at their own pace, as well as for those who find it challenging to access face to face and in-class workshops.